

City Council

Special Meeting Agenda

Tuesday, August 28, 2018
Library Meeting Room
951 Spruce Street
7:00 PM

***Note: The time frames assigned to agenda items are estimates for guidance only.
Agenda items may be heard earlier or later than the listed time slot.***

1. CALL TO ORDER

7:00 – 7:45 PM

**2. UPDATE AND NEXT STEPS FOR MCCASLIN AREA
DEVELOPMENT STUDY**

- Staff Presentation
- Public Comments (Please limit to three minutes each)
- Council Questions & Comments

7:45 – 8:15 PM

**3. DISCUSSION/DIRECTION – PRELIMINARY REVIEW OF SIX-
YEAR STAFFING PLAN**

- Staff Presentation
- Public Comments (Please limit to three minutes each)
- Council Questions & Comments

8:15 – 8:30 PM

4. DISCUSSION/DIRECTION – LEGAL SERVICES

- Staff Presentation
- Public Comments (Please limit to three minutes each)
- Council Questions & Comments

8:30 – 8:35 PM

5. REVIEW OF ADVANCED AGENDA

6. ADJOURN

Citizen Information

If you wish to speak at the City Council meeting, please fill out a sign-up card and present it to the City Clerk.

Persons with disabilities planning to attend the meeting who need sign language interpretation, assisted listening systems, Braille, taped material, or special transportation, should contact the City Manager's Office at 303 335-4533. A forty-eight-hour notice is requested.

**SUBJECT: UPDATE AND NEXT STEPS FOR MCCASLIN AREA
DEVELOPMENT STUDY**

DATE: AUGUST 28, 2018

**PRESENTED BY: AARON DEJONG, ECONOMIC DEVELOPMENT
ROBERT ZUCCARO, PLANNING AND BUILDING SAFETY
DIRECTOR**

SUMMARY:

The City contracted with Economic & Planning Systems (EPS) to conduct the McCaslin Area Development Study. EPS, along with Trestle Strategy, will present their intended process to research, receive input, formulate scenarios, and develop a final report for City Council to consider to inform future decisions about how to revitalize the study area.

BACKGROUND:

City Council approved a contract with Economic & Planning Systems (EPS) on July 18, 2018 to conduct the McCaslin Area Development Study. The contract was approved through an RFP process that began on May 15, 2018.

The McCaslin Area Development Study covers a subarea of the McCaslin Boulevard corridor bounded by McCaslin Boulevard on the west, Cherry Street on the north, Dahlia St. on the east, and Dillon Road on the south. Central to the study is the former Sam's Club property at 550 South McCaslin Boulevard. The property has been mostly vacant since the store's closing in early 2010 and currently has two tenants, Ascent Church and Low Cost Furniture.

The City Council stated goals of the Study are to;

- Understand the McCaslin area's potential for retail and commercial development and supportive uses that could foster new investment and development,
- Review the rules and regulations upon properties in the area that may be limiting its full potential for redevelopment,
- Understand and incorporate the property owner's, tenant's and public's input into development and redevelopment options for the area,
- Evaluate various development scenarios, that focus on retail and commercial uses with possible residential development only as a secondary use, that meet market potential and provide exceptional fiscal benefits for the City by meeting or exceeding past tax revenue performance for the area, and
- Provide recommendations for regulatory changes or other actions that could create more certainty for the development community that encourages redevelopment.

The McCaslin Area Development Study process and final recommendations should take into account the following principles that are of importance to the City of Louisville and Louisville City Council:

- Identify emerging markets and retail trends that will result in market supported development scenarios and that ensure the corridor continues to serve as the City's primary retail sales tax base.
- Identify and evaluate development restrictions and regulatory and policy barriers to redevelopment and investment in the corridor.
- Ensure sustainable long-term fiscal health of the City and economic development of the McCaslin corridor by ensuring new development has an exceptional fiscal benefit to the City.
- Reflect residents' desired community character for the corridor in evaluation of development scenarios and study recommendations.

DISCUSSION:

EPS and Trestle have prepared the attached presentation to outline the intended research, engagement, and scenario development processes.

They are breaking the project components in to three main steps, which are:

- Step 1 is researching the regulatory framework and perform the market analysis for the area.
- Step 2 is the community engagement component to engage stakeholders, community groups, residents, employees, and visitors.
- Step 3 is developing scenarios and recommendations for implementation. The scenarios will be based on the market analysis and input.

EPS's presentation goes into each step in greater detail and will be presented at the August 28, 2018 meeting.

RECOMMENDATION:

Staff and the consultants are seeking discussion/direction related to the intended McCaslin Area Development Study process. Staff is requesting Council input early in the process, and prior to initiating the project to ensure that Council direction can be incorporated from the beginning. This direction will help ensure that the steps taken will yield the necessary amount and type of data, analysis and engagement to make thoughtful decisions regarding the study recommendations.

ATTACHMENTS:

- 1) EPS Presentation

MCCASLIN AREA DEVELOPMENT STUDY

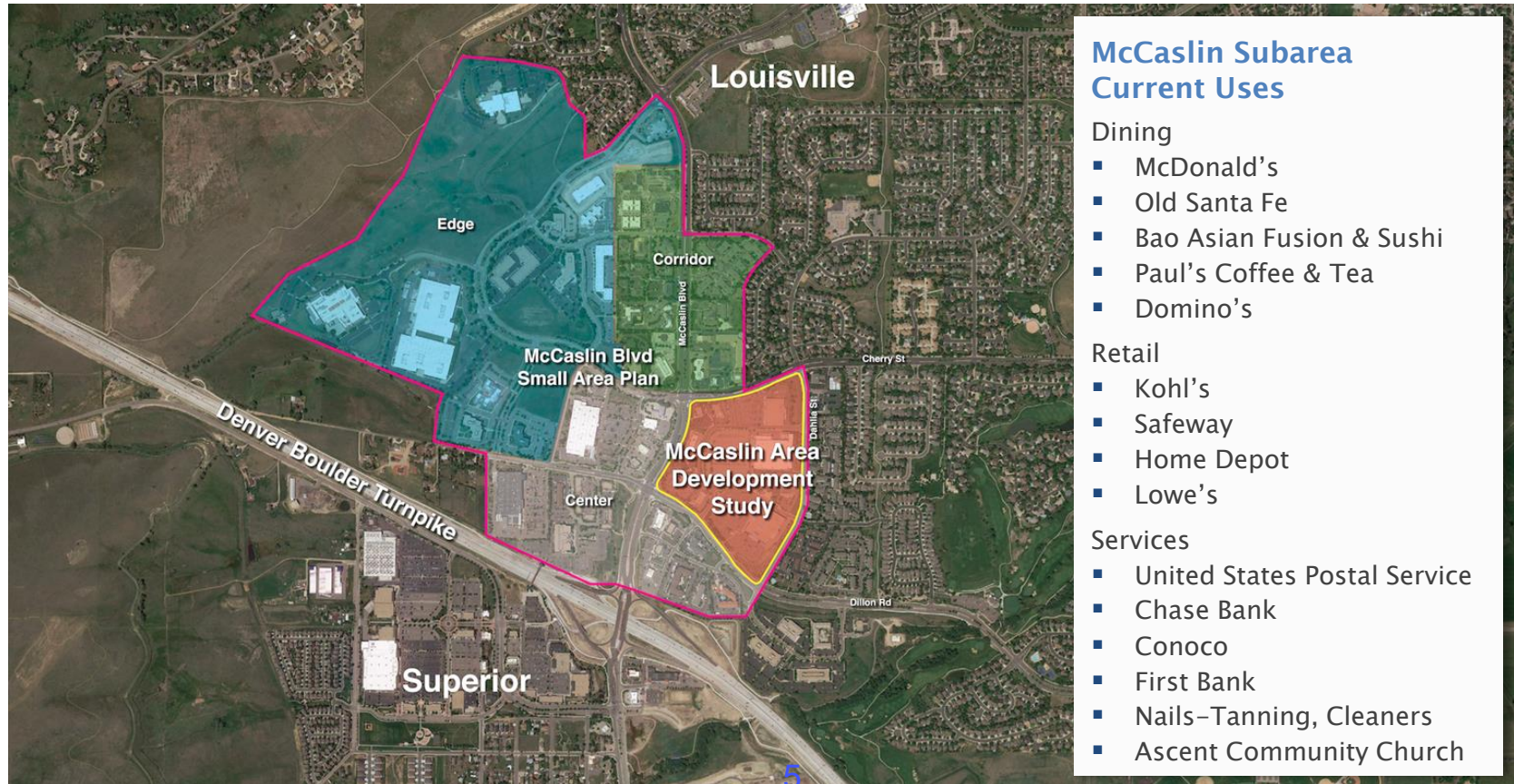
City Council Project Initiation



Economic & Planning Systems, Inc.
The Economics of Land Use



MCCASLIN CORRIDOR



PROJECT TEAM



Daniel Guimond

- Project Director
- Development Feasibility
- Potential Tenants/Uses



Danica Powell

- Strategic Planning
- Entitlements
- Stakeholder Engagement



Matt Prosser

- Retail Market Analysis
- Development Scenarios
- Scenario Evaluations



Cole Meleyco

- Regulatory Analysis
- Engagement Support

STEP 1 – MARKET ANALYSIS

MARKET ANALYSIS & REGULATORY FRAMEWORK

MARKET ANALYSIS

Retail and Commercial Analysis

- Retail Trade Areas
- Resident Expenditure Potentials
- Retail Space Inventory
- Retail Sales Levels
- Retail Store Sales Flows
- Retail Sales and Development Growth Forecasts
- Target Store Categories and Tenants

Other Market Based Uses

- Complementary supportable uses that can be integrated into mixed use concepts
- Employment, hospitality, residential, etc.



Example from Past Project

REGULATORY FRAMEWORK

Analysis

- Zoning, Comp plan, GDP, Area Plan review and evaluation
- Identify areas of conflict and opportunities for resolution
- Summarize in easily digestible format

Modifications and Recommendations

- Implementation Strategy
- Zoning compliance and amendment coordination

ZONE Design/Area District's	GREATER DOWNTOWN Historic Center	EASTMAIN Ground Floor Adjacent to Mainstreet
RESIDENTIAL/ACCOMMODATIONS		
Residential dwelling units located above the street-level floor	Permitted	Not Permitted
Residential dwelling units for owners, caretakers, or employees	Permitted	Not Permitted
Single-family detached & duplexes	Not Permitted	Not Permitted
Multifamily	Permitted	Not Permitted
Multifamily on ground floor fronting Mainstreet	Not Permitted	Not Permitted
Lodging establishments (hotel, motel, inn, or bed and breakfast)	Permitted	Not Permitted
GENERAL OFFICE, RETAIL, AND SALES		
Professional offices	Permitted	Not Permitted
Financial services, such as banks and brokerages	Permitted	Not Permitted
Retail shopping establishments	Permitted	Permitted
Commercial services establishments, including printing and publishing	Permitted	Not Permitted
Research and development facilities	Permitted	Not Permitted
Specialty goods and service establishments	Permitted	Not Permitted
Grocery store	Permitted	Not Permitted
Convenience service establishments	Permitted	Not Permitted
Convenience stores with gas pumps	Not Permitted	Not Permitted
Motor vehicle filling stations, with or without car wash	Not Permitted	Not Permitted
Mortuaries and/or crematoriums	Special Review	Not Permitted
Greenhouses, plant nurseries (retail)	Not Permitted	Not Permitted
Greenhouses, plant nurseries (wholesale)	Not Permitted	Not Permitted
Building material sales without outdoor storage	Not Permitted	Not Permitted



STEP 2 – COMMUNITY ENGAGEMENT

STAKEHOLDER & PUBLIC INPUT

COMMUNITY ENGAGEMENT

Step 1: Stakeholder Analysis and Engagement Planning

Step 2: Outreach and Engagement

- Leverage existing resources
- Early communication with clear information
- Engagement strategies focused to: inform, consult, involve, and collaborate

Step 3: Report Back to the Community

Public Input



Examples from Past Projects

My Mainstreet

Examples from Past Projects



12

My Mainstreet is a community effort to encourage the right growth in the right places in downtown Parker. Our goal is for P3 to partner with Town residents, business owners and developers to define what the community would like to

REGISTER

to get involved!

Photos



My Mainstreet Timeline



more..

Project Timeline



Market Analysis - March-April

We will start this project by conducting a market analysis. This market analysis will outline what kind of development is possible in downtown Parker as determined by the economy.

- Uses Survey Results
- Market Analysis - Executive Summary

ALIGNING PUBLIC INPUT AND MARKET



THE MY MAINSTREET PROCESS



EXISTING PLANS & ZONING	PUBLIC INPUT	MARKET ANALYSIS
<p>Greater Downtown Zoning District –</p> <p>This district seeks to create a destination where the community comes together to live, work, shop and play. Development must also provide usable space and allow for easy orientation and convenient access to all visiting the area, no matter their mode of transportation.</p>	<p>7 Council Members 17 Town Employees</p> <p>5 P3 Advisory Committee Members 15 Downtown Business Alliance Leaders</p> <p>730+ Parker Residents 20 Library Visitors</p> <p>5 Planning Commission Members 4 Town Hall Visitors</p>	<p>A market analysis outlines what the economy will realistically support in the Town of Parker:</p> <ul style="list-style-type: none"> > Analyze market demands for specific community needs and identify the changing market demands and demographics > Inventory current business types, industries and commercial spaces and analyze what works well > Conduct a financial analysis to see what kind of businesses the community can support

PUBLIC INPUT

In-person sessions, community events, and online engagement through Let's Talk Parker, shows that the majority of residents are aligned on what they want to see developed on this site.

WHAT ELSE? WE ASKED FOR YOUR BIG IDEAS, HERE'S WHAT YOU TOLD US:



WHAT WOULD YOU LIKE TO SEE ON THIS SITE?



ALIGNMENT BETWEEN EXISTING ZONING, PUBLIC INPUT & MARKET ANALYSIS

PUBLIC INPUT - DESIRED USES

1. Restaurant
2. Bar/distillery/brewery
3. Retail - small scale
4. Art - gallery, studio, classes
5. Personal services - spa, salon, yoga
6. Mixed use with residential on upper floor
7. Office
8. Hotel
9. Parking
10. Open space or park

MARKET ANALYSIS

1. Professional office
2. Multi-family housing
3. Boutique hotel
4. Single-use restaurant or brew



EXISTING ZONING & PLANS - PERMITTED USES

1. Mixed use including residential
2. Multi-family residential
3. Hotel or other lodging
4. Professional offices
5. Financial services
6. Retail shopping
7. Commercial services
8. Research & development facilities
9. Specialty goods & service
10. Grocery store
11. Convenience store
12. Personal services - salon, spa, yoga
13. Small animal training and grooming
14. Art - studio, gallery, classes
15. Restaurant
16. Bar/distillery/brewery
17. Day care center, preschool, nursery
18. Library
19. Park, playground, open space
20. Night club

Examples from Past Projects

OUTREACH PLAN

Step 1 : Initial Outreach (September)

Goal: Data Gathering and Inform Stakeholders about Process

How:

INFORM – Share project goals and schedule, background info, market study objectives, property background and timeline

INVOLVE – Discuss future goals for property owners, challenges and opportunities

Who: Property owners, newsletter, email list, website. Specific stakeholder groups (Citizen Action Committee Meeting)

OUTREACH PLAN

Step 2 : Engage around Market Info (October)

Goal: Share findings from market study, preliminary recommendations and identify alignments with stakeholder/community input

How:

INFORM – Share market information and identify compare/contrast with underlying regulatory documents

INVOLVE – Identify alignments between market study and community/stakeholder goals – use online questionnaire and pop-up/micro-engagements

Who: Property owners, employees and site visitors (Ascent Church) community members (offsite micro-engagement, newsletter, email list, website), specific stakeholder groups (Citizen Action Committee Meeting)

OUTREACH PLAN

Step 3 : Share Findings and Recommendations/Next Steps

Goal: Share recommendations of study with community members and stakeholders and get feedback on next steps

How:

INFORM – Share recommendations of study and next steps

INVOLVE – Answer questions and request input on next steps/recommendations in community open house

Who: City Council, Stakeholder groups, Community Workshop

STEP 3 – SCENARIOS & IMPLEMENTATION

DEVELOP SCENARIOS AND RECOMMENDATIONS FOR IMPLEMENTATION

DEVELOPMENT SCENARIOS & EVALUATION

Scenarios

- Based on market study and stakeholder input
- 2–4 development scenarios
- Project definition
 - Units/sq. ft. by type of use
 - Site improvements/cost
 - Construction costs
 - Sales and lease values
 - Phasing and absorption

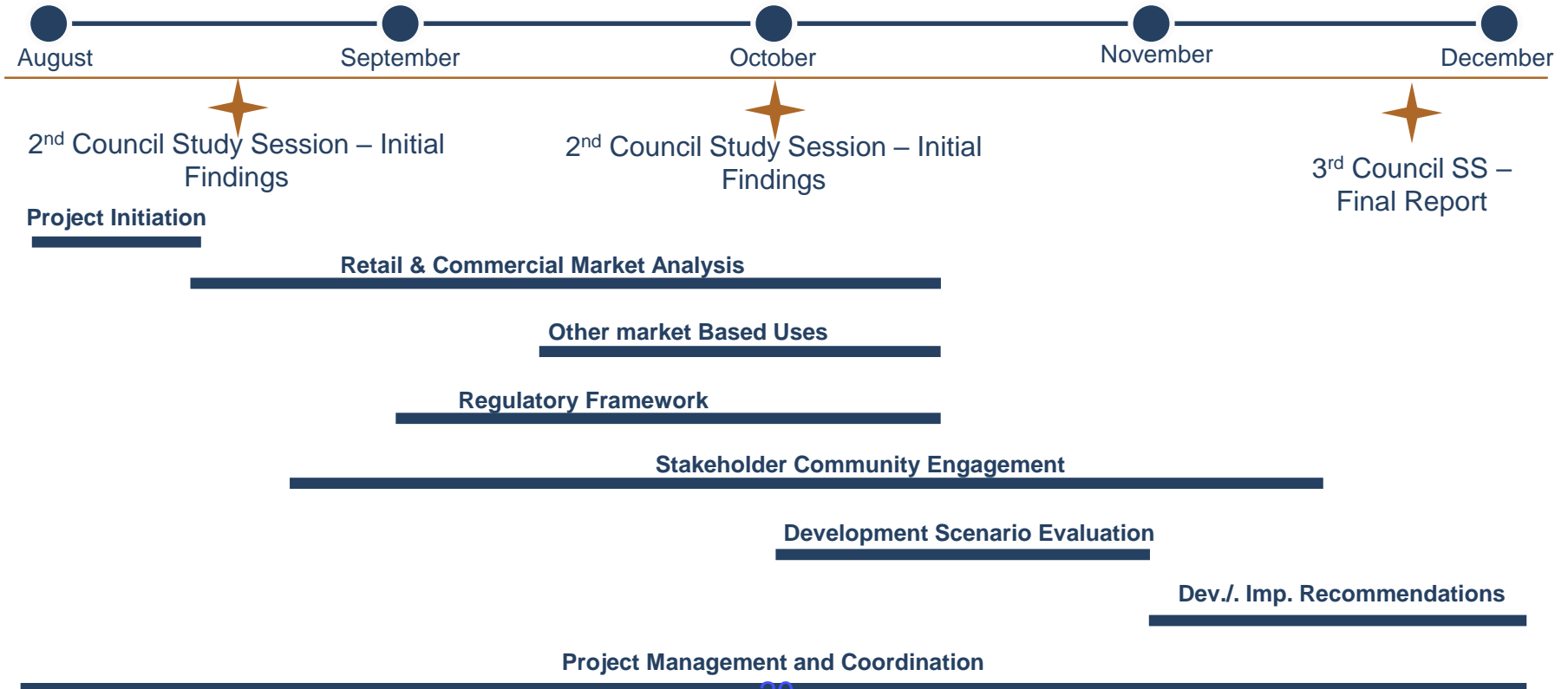
Evaluation

- Land based financial pro forma
- Project related costs, revenues, and forecasted returns
- Compare and contrast scenario feasibility
- Estimate financial gaps and level of public financing needed
- Fiscal and economic impact analysis
- Broader community benefits

IMPLEMENTATION RECOMMENDATIONS

- Comprehensive strategy on how to best position property for development
- Regulatory changes, updates and process for implementation
- Economic incentives
- Short list of potential developers
- Define partnership opportunities and expectations

SCHEDULE



DISCUSSION

QUESTIONS

1. What outcomes do you hope this process will achieve?
2. How do you define success in this process?

SUBJECT: DISCUSSION/DIRECTION – PRELIMINARY REVIEW OF SIX-YEAR STAFFING PLAN

DATE: AUGUST 28, 2018

**PRESENTED BY: HEATHER BALSER, CITY MANAGER
MEGAN DAVIS, DEPUTY CITY MANAGER
KATHLEEN HIX, HUMAN RESOURCES DIRECTOR**

SUMMARY:

As part of the 2018 Citywide Workplan, City Council requested a six-year staffing plan to assist with both short-term and long term planning for the budget process as well as a strategic focus for the organization.

Included in this information is an historic review of the City's staffing data from 2016 when City Council adopted the City's first program-based budget in which revenues, expenditures, and staff were organized by programs and services. Department Directors and Division Managers were consulted throughout this process to gather additional insight and information as they predict and plan their respective departmental needs in support of the organization over the next six years. Board and Commission members were consulted about their vision for staffing via their staff liaisons. Capital Improvement Project (CIP) requests were also considered as part of the Six-year Staffing Plan in an attempt to determine if additional staffing would be needed to complete the projects. Key Performance Indicators (KPI) for each Program/Sub-program area were also reviewed to determine if additional staffing was needed to support or improve the Goals and/or Objectives of the respective programs. Finally, all the above noted components of the plan were reviewed and considered in conjunction with the City's budget. We can summarize this process as an Internal Environmental Scan (IES) of the organization. The City's internal environment was scanned to determine and forecast factors that may influence organizational success while looking at patterns, trends, and relationships within the organization's environment to guide and assist the development of the Six-year Staffing Plan.

The request and vision of the Department members indicated a large increase in the number of FTEs (approximately 42) needed to support the organization based on their assessment of the current required service level of the community. For the entire list, [see attachment #1 – Summary of desired FTEs for 6yr Staffing Plan](#). Additional meetings with Department Directors were held to review all the requests as a whole and discuss and debate the merits of the requests. Requests were clarified, robust discussions occurred, and Department Directors understood not all of their requests would be funded. The Six-year Staffing Plan would need to be built and presented with an understanding the Plan must be financially viable within the City's budget. During the discussions with the Department Directors and Division Managers, the topic of the strategic plan was discussed and many wondered how the Six-year Staffing Plan

SUBJECT: PRELIMINARY REVIEW OF SIX-YEAR STAFFING PLAN**DATE: AUGUST 28, 2018****PAGE 2 OF 14**

would work in conjunction with the Strategic Plan. Other themes and questions emerged throughout the process with the Directors and Managers including requests and discussions around process improvement options for the organization, retention of employees, how advances in technology will likely change the way work is done in the future, and discussions of the service-levels desired for each Program/Sub-Program area.

Historic Review

If can often be helpful to look at how staffing levels have grown or changed in the past before embarking on a plan for the future. Prior to 2016, staffing was organized in a more traditional approach by Department rather than Program/Sub-Program and is therefore not provided as the City has chosen to focus on looking at the organization in this manner. Below is a chart of the staffing levels by Program/Sub-Program which began in 2016. You can see the total number of FTEs has increased each year. Because 2016 was the first year FTEs were organized in this fashion, some adjustments were made in how positions were allocated in 2017 but the actual number of employees did increase from year to year as noted in the GRAND TOTAL.

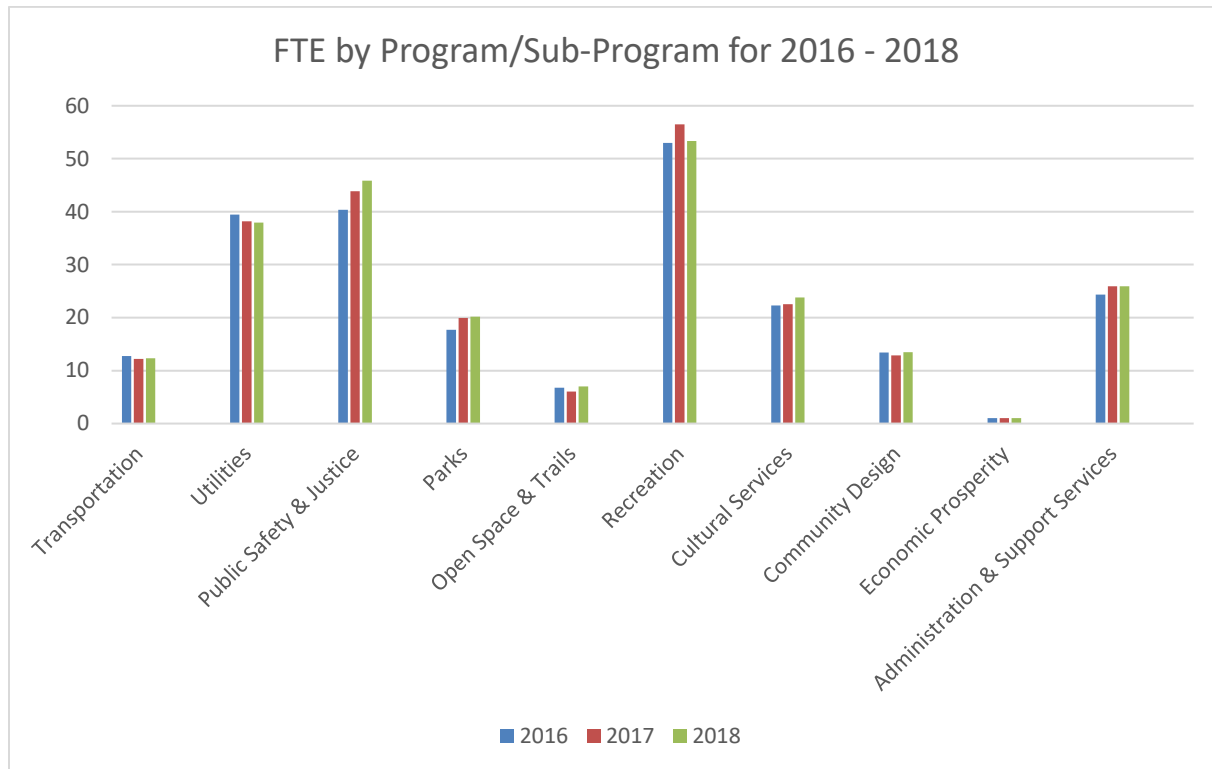
FTE Count by Program/Sub Program			
Program	2016 Staffing	2017 Staffing	2018 Staffing
Transportation	12.72	12.22	12.34
Utilities	39.43	38.19	37.96
Public Safety & Justice	40.38	43.84	45.84
Parks	17.73	19.94	20.18
Open Space & Trails	6.79	6.02	7.02
Recreation	53.01	56.50	53.32
Cultural Services	22.27	22.55	23.80
Community Design	13.42	12.88	13.45
Economic Prosperity	1.02	1.00	1.00
Administration & Support Services	24.35	25.92	25.92
GRAND TOTAL FTEs	231.12	239.06	240.83

SUBJECT: PRELIMINARY REVIEW OF SIX-YEAR STAFFING PLAN

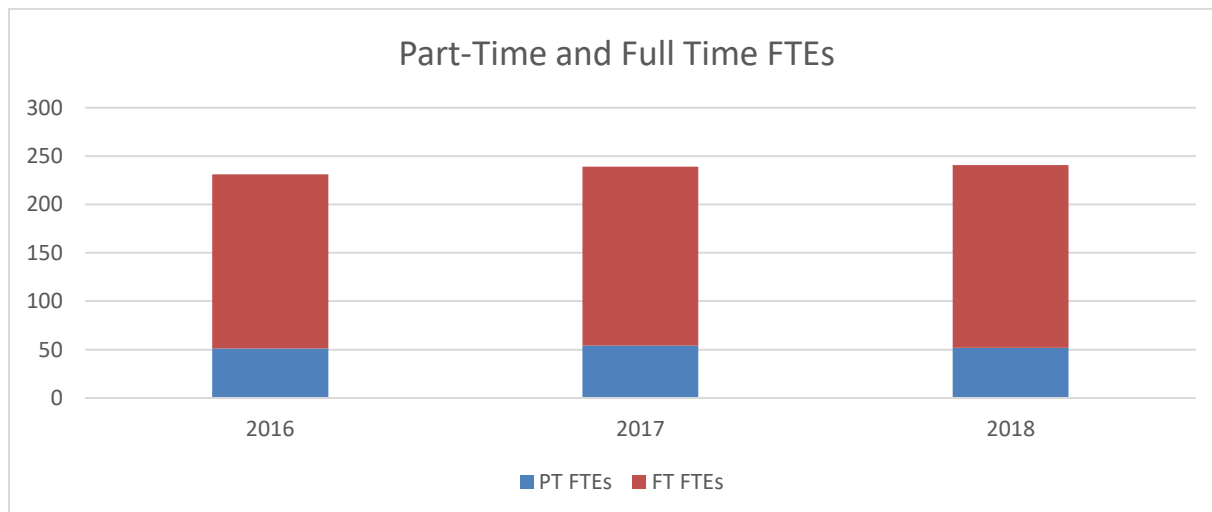
DATE: AUGUST 28, 2018

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Below is a chart illustrating FTEs by Program/Sub-Program area as another way to view the data.



Please note the TOTAL number of FTEs in the charts above include both part-time and full time FTEs. The chart below illustrates how the part-time staff compare to full time staff for 2016, 2017, and 2018.



Interview Process

To gather insight and needs for the Six-Year Staffing Plan, conversations/interviews were conducted with each of the nine Department Directors (in alphabetical order): Becky Campbell – Interim Library & Museum Services Director, Aaron DeJong – Economic Development Director, Dave Hayes – Chief of Police, Kurt Kowar – Public Works Director, Chris Neves – Information Technology Director, Joe Stevens – Parks & Recreation Director, Kevin Watson – Finance Director, and Rob Zuccaro – Planning & Building Safety Director. In addition, the following Division Managers (in alphabetical order) were also interviewed: Bridget Bacon – Museum Coordinator, David Baril – Head Golf Pro, Penney Bolte – Tax Manager, Ember Brignull – Open Space Manager, Michael Cleveland – Interim Operations Manager, David Dean – Golf Course Superintendent, Emily Hogan – Assistant To the City Manager, Meredyth Muth – City Clerk, Dean Johnson – Parks Superintendent, Kathy Martin – Recreation Superintendent, and Dave Szabados – Facilities Manager.

Staff members were asked a series of questions to help guide and discuss the current needs of the department and/or division as well as help create a vision for the future. For a list of questions, [see attachment #2. Six-Year Staffing Plan questions](#). Questions also included thoughts and insights on retaining high performing employees which is a critical component for a staffing plan as well as an indicator of overall health of an organization. Creating a stable work force adds to the continuity of service and helps to maintain productivity in the organization.

Based on the interviews, each department thought about their critical needs including their KPIs and the services they provide to the community and/or internally to others in the organization. There were some common themes that emerged from those interviews and discussions across the organization and included the following:

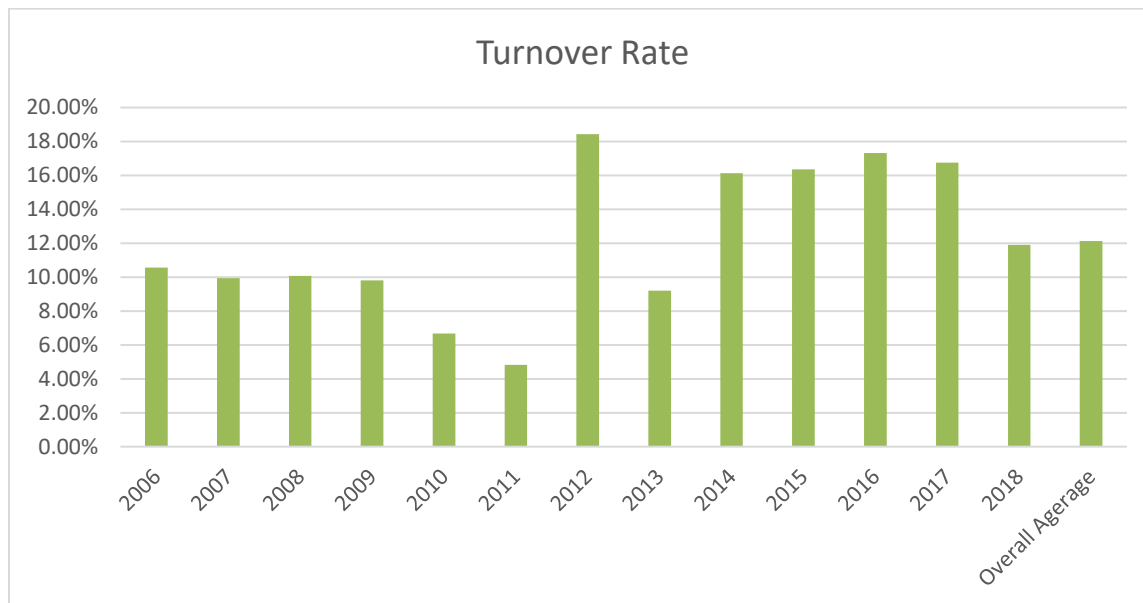
- Staff commitment –
 - Strong commitment from staff to work hard to make changes in order to improve the organization.
 - A couple of people commented that they'd like to do the little extras for citizens, that our citizens notice and appreciate it but they feel they just don't have enough staff to do that. "We just get the basics done." We have no extra people to think or plan ahead.
 - Some groups feel the workload is too great for the number of people they currently have on staff but there is strong commitment to work hard to try and meet all the needs.
 - They are personally committed to doing their best every day. Many of them stated, this in itself creates stress when you feel like you are letting people down but you're working at peak level.
- Process Improvement –
 - A strong desire from many participants to review their processes with an eye for improvement and efficiency. Many expressed a desire to be trained in process improvement skills/methodologies to help assist them in

making those changes or hiring an outside consultant who could assist them with that process.

- Some expressed a concern that it can be difficult to see how things could improve in your work group when you're right in the middle of it or put another way, "It's hard to see the forest through the trees."
- Technological Change –
 - As the world continues to embrace technology as a way of doing business, the opportunity for the City to provide higher-levels of technological service and transparency is also desired and is prevalent here at the City of Louisville. An example of this is the IT Department's Work Plan for 2018 that includes an upgrade or enhancement in each of the Program Areas. This includes an upgrade to RecTrak at the Recreation Center, EnerGov in the Community Design Program, Police Records System in the Public Safety & Justice Program, etc. For a complete look at IT's Workplan, [see attachment #3 – IT Workplan](#).
- Service Levels –
 - A desire from staff to better understand City Council's expectations of the service levels they would like us to provide to our citizens and customers. Certainly, the Key Performance Indicators (KPI) along with the Program/Sub-Program Goals are a step in that direction but several staff members articulated a need to gain further understanding of the target service levels desired by City Council. Often this was referred to as a "Service Level Catalogue".
- Retention of employees –
 - Many Managers and several Department Directors reported concern about being able to retain employees in this current environment due to the low unemployment rate. Turnover data is a standard method/metric for peaking inside an organization to see how frequently employees are leaving along with the reasons for their departure. Turnover rates vary by industry and high turnover usually suggests a problem within the organization. Data should be analyzed to determine the causes of the turnover and could include low pay, low employee engagement, work load issues, poor supervision, a good economy, etc. On the other hand, employee turnover is not always bad, and losing the lowest performers can be a good thing. A turnover rate of approximately 10% is considered normal and healthy by the Society of Human Resource Management (SHRM). So a retention rate of 90% is often the goal with high-performing organizations.
 - Attrition occurs when an employee retires or when the employer eliminates the position. The big difference between the two is that when turnover occurs, the City seeks someone to replace the employee. But in the case of attrition, the employer leaves the vacancy unfilled or eliminates that job role. Our data includes retirees because we have not left positions unfilled due to

retirements. The City has only eliminated two positions in the past ten years: the GIS Coordinator in July of 2013 and the Irrigation Tech at the Golf Course in October of 2016.

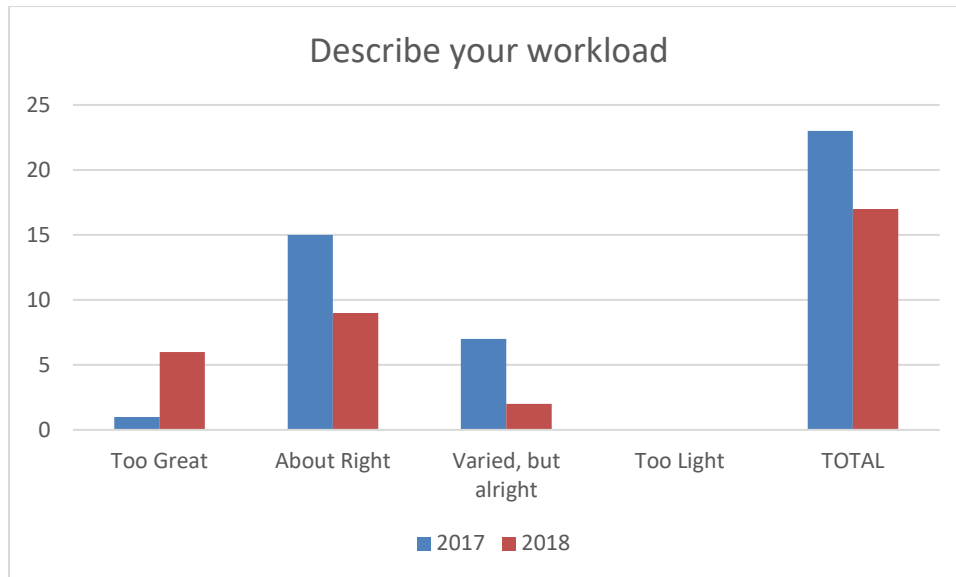
- As you can see from the chart below, over the past 12 years the City of Louisville has an overall average turnover rate of 12.12% or a retention rate of 87.88%. The 2018 data is current as of August 10, 2018.



The Employers Council (formerly Mountain States Employers Council or MSEC) collects data from public and private agencies in Arizona, Colorado, Utah, and Wyoming including turnover data. The Employers Council collected 2017 turnover data in January of 2018 and published the results in April of 2018. Here are some comparative highlights for 2017:

- Colorado government agencies without utilities, had a turnover rate of 15.3% and Louisville specifically had a turnover rate of 16.76% which is slightly higher than the average in Colorado.
 - All Colorado agencies, which includes public and private organizations, had a turnover rate of 20.8% in 2017. Louisville's turnover rate was notably lower than the Colorado average.
- Exit interview data -In addition, Managers fear some good employees will leave the organization due to the stress of feeling overworked.
 - As part of the Exit Interview Process, one of the questions the Human Resources staff asks during the face-to-face interview is, "Describe your workload" and four options are listed on the form:

Too great, About right, Varies, but alright, or Too Light. [See attachment #4. – Exit Interview Form 2018 \(Question 7\).](#) Human Resources staff encourages the staff member to provide more detail other than just checking the box on the form in an effort to better understand the staff member's evaluation of that particular component of work at the City.



As you can see from the charts above, 35% of the employees who have left the organization in 2018 (item 2 on the graph) state that their workload is too great as compared to 4% in 2017 (item 1 on the graph).

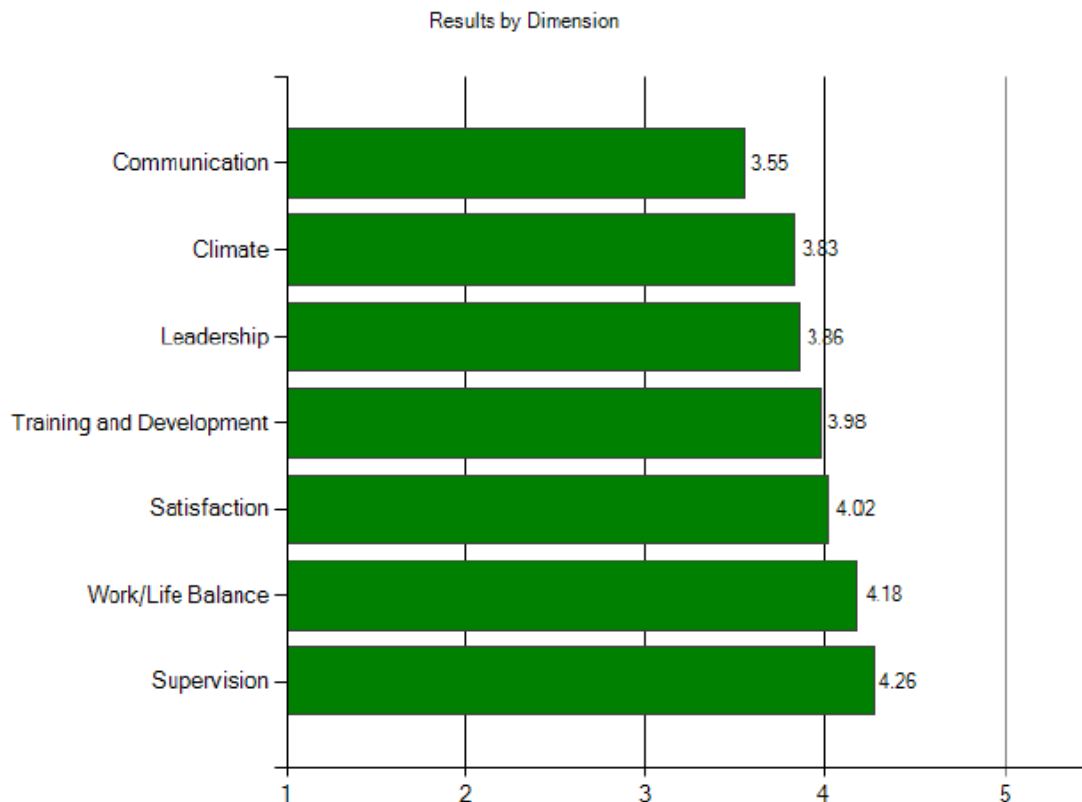
During the IES process a number of employees again stated the workload is too great and in fact, they indicated they are losing time from their Paid Leave Banks (PLB) because there are a limited number of staff members to provide back-up for them during an absence or vacation. The City's PLB is established to provide for paid time away from scheduled work for vacation time, sick days, holiday observances, personal business, and for the first 40 hours of Family Medical Leave (FMLA) and is accrued each pay period based on the number of years of service to the City. Each level of service has an associated maximum accrual allowed on an annual basis. When an employee reaches the maximum accrual for their service level, and does not take time off they lose the associated PLB hours. The inability to use PLB earned as a City employee can also be seen as an indicator of workload in an organization. Other factors may contribute to certain employees not using their accrued PLB which include viewing it as a "savings account" upon termination from the City, and an "insurance policy" if they are unable to work that could be used in conjunction with FMLA leave. Others view it as something they are losing on a frequent basis and it adds to their keen awareness of their workload and possible disenfranchisement with the City as a whole.

- During 2017, there were 43 employees who collectively lost a total of 3,923 hours or 98 weeks of PLB.
- As of May 25, 2018, there were 27 employees who have collectively lost a total of 1,710 hours or 42 weeks of PLB.

Every two years, the City conducts an Employee Survey and sends it out to all full time and part time staff members. The last survey was conducted in late fall of 2017. Generally, employee feedback about their experience working for the City was positive. The Employers Council (formerly MSEC) conducted the City of Louisville Employee Survey. 182 of the 376 eligible employees completed the survey for a response rate of 48%. The overall mean of the survey was 3.93 based on a 1.00 to 5.00 scale with 5.00 being the most positive possible score. The survey was created with the intent that the higher the numerical value, the more positive the results regardless of how the question was worded. The numerical values used in the City of Louisville survey can generally be interpreted as follows:

- Very Positive = 3.75 and above
- Positive = 3.45 – 3.74
- Somewhat positive = 3.23 – 3.44
- Neutral = 3.01 – 3.22
- Negative = Less than 3.00

The chart below represents the overall mean ratings for each “Dimension” measured in the Employee Survey. You can see that Work/Life Balance rates in the Very Positive range for City of Louisville employees.



Paradoxically, there were a high proportion of comments regarding workload which spread across most departments. One that summarizes many employees’ feelings regarding workload is noted below:

- *Every Department is understaffed. As a result, most staff feel overwhelmed at least part of the time. I think City Department managers are all aware of this and do all they can to mitigate, but I worry about the long-term effects for the employees. The people are our best asset, and I would like to see budget changes that allow additional hires to lift some of that feeling that we will never catch up to our job responsibilities.*

Additional comments from staff interviewed during the IES process:

- By morphing or combing pieces of part-time positions together to create full time staff support for our customers, we lose quality.

- An overall focus or a strategic plan is needed before we complete a 6-year staffing plan. We need a big-picture plan before you put the pieces in place to support the big-picture.
- Who are we as an organization? How do we describe ourselves to other cities? We should put together a brand for ourselves, a name for ourselves, and figure out how to better communicate as one voice inside and outside the City or a citywide communication strategy.
- A “Time Survey” should be conducted for each employee so we know where people are spending their time and determine if they are spending it on the “right” things.
- Managers are working hard to provide flexible schedules where they can in an effort to retain employees.
- For most employees time is more important than things.

Recognizing and protecting against employee departures is only one piece of the puzzle. The best retention strategy involves more than protecting against employee dissatisfaction. A proactive approach can aid in cultivating good will among employees. They want to feel they are part of something bigger and important. The Strategic Plan project will assist employees in meeting that objective.

Board and Commission Members feedback regarding staffing is summarized below:

- History Foundation requested operational funds be used from the Historic Preservation Tax continuation to pay for the hiring of staff to work with the Foundation on fundraising and development. This is requested in 2022. They noted this could be a contract position as well.
- Historical Commission expressed interest in additional staffing at the Museum, due to the successful approval of the Historic Preservation Tax continuation. Their requests included adding staff for visitor services so the Museum can open more hours per week and provide paid substitutes while current staff takes vacation time; an Education/Outreach Coordinator to provide programming support to increase programming; and a Volunteer Coordinator. An Exhibit Planner may also be requested if the plan to construct a new building proceeds in 2023.
- Library Board supported adding a full time (1.0 FTE) Outreach Librarian and adding 10 hours per week (.25 FTE) to the Circulation staff’s budget.
- Open Space Advisory Board supported funding a full time (1.0 FTE) Open Space Natural Resource Specialist.
- Recreation Advisory Board – This new Board supported continued efforts to add additional staff for the expansion of the Recreation Center.

For further details, [see attachment #5. 2018 04 17 Board Commission Budget CC.](#)

Capital Improvement Project (CIP) requests for the next six years were reviewed with City Council during two special meetings. Project costs can include the cost of land,

engineering, architectural planning, and contract services needed to complete the project(s) which then folds into the staff member(s) needed to oversee or complete the projects. Special attention was paid with this focus in mind and how these requests may impact staffing needs in the future.

Key Performance Indicators (KPI) were introduced beginning in 2016. City Council structured the budget in Program/Sub-Program areas in an effort to make it easier for the public to understand where the City invests their taxes and fees in order to provide services to the public. It also allowed for City Council to evaluate how efficiently and effectively the City uses those resources, including staff resources, to achieve the objectives of the Program/Sub-programs via the Key Performance Indicators (KPI). The Key Performance Indicators (KPI) were also reviewed and considered as part of the analysis and design of the Six-year Staffing Plan.

City Budget

Reviewing the City's budget and creating a sustainable workforce both economically and operationally was the goal of the Six-year Staffing Plan. The proposed positions for 2019 and 2020 noted in this Council Communication have been included in the Budget Projections which will be presented in September.

A summary of the full-time positions recommended for 2019 and 2020 is listed below:

Summary of 6-Year Staffing Plan – [See attachment # 6 – Brief Position Descriptions for 2019 & 2020](#) which provides details regarding general duties, tasks, and estimated costs for each full-time position listed below.

- **2019 Positions:**

- Police Officer – 1.0 FTE
- Sr. Natural Resource Specialist – 1.0 FTE
- Communications Coordinator – 1.0 FTE
- IT Business Data Analyst – 1.0 FTE
- Organizational Development & Training Specialist – 1.0 FTE

Totaling = 5.0 FTEs and the following positions needed to support the Recreation Center expansion project:

- Facility Assistant – 1.0 FTE
- Facility Assistant - .80 FTE
- Sr. Center Staff Member – 1.0 FTE
- Recreation Center Coordinator – 1.0 FTE

Totaling = 3.80 for the Recreation Center expansion project

TOTAL FOR 2019 = 8.80 FTEs plus an additional 20,537 hours in the part-time staff budget that equate to **9.87 FTEs**, mainly due to the Recreation Center expansion project. The part-time hours are very preliminary and continue to evolve prior to the budget presentation at the regularly scheduled September 17, 2018 City Council meeting.

- **2020 Positions:**

- Police Officer – 1.0 FTE

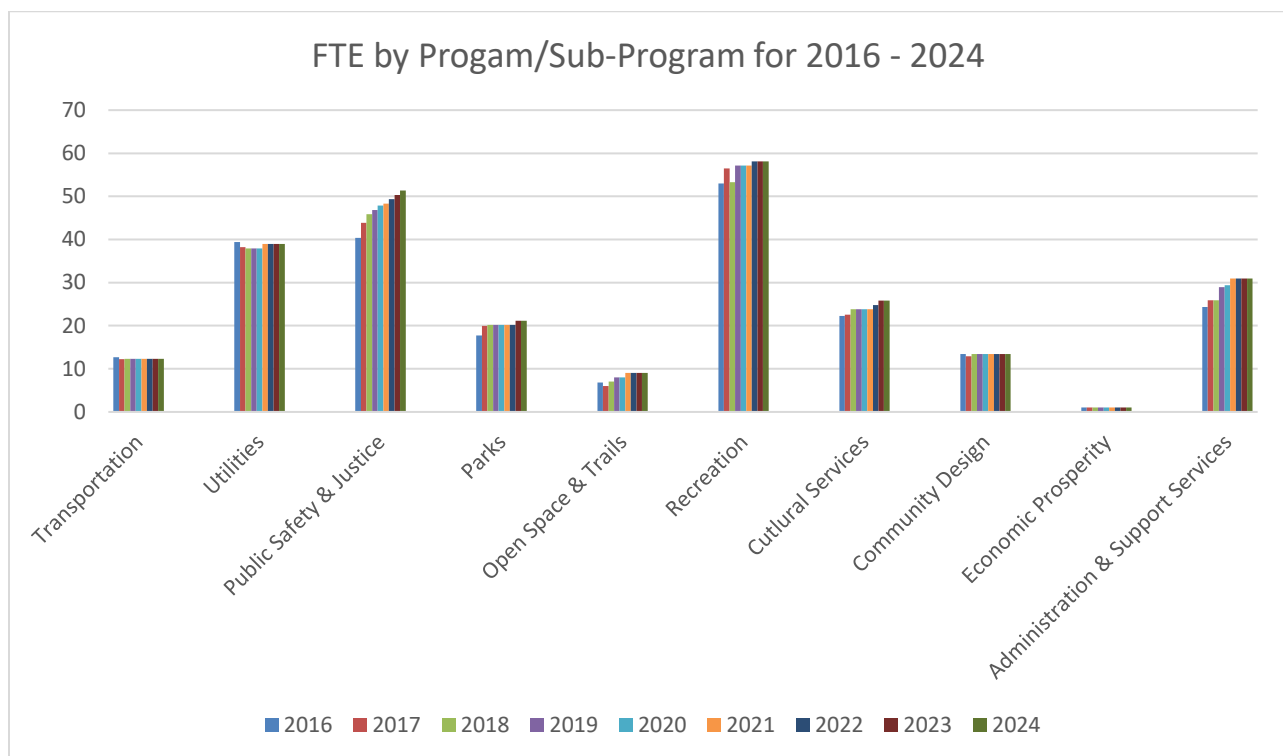
SUBJECT: PRELIMINARY REVIEW OF SIX-YEAR STAFFING PLAN

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- Sustainability Specialist - .50 FTE to make into a full time position
TOTAL for 2020 = 1.50 FTEs plus an additional 1771 hours, above the 2019 staffing plan, in the part-time staff budget that equate to a .85 FTE.

The complete Six-Year Staffing Plan can be found in [attachment #7. Preliminary 6 year Staffing Plan 2019 – 2024](#). The chart below illustrates FTEs by Program/Sub-Program over the next six years. Please note, the 6-year Staffing Plan will shift if current requested positions are not selected to be funded in 2019 or 2020. This is a dynamic document and should be revisited on a biennial basis along with the budget.



There are several options for you to consider as you review the Preliminary Six-Year Staffing Plan and are noted below, in no particular order.

Options

1. Utilize the proposed Six-Year Staffing Plan for 2019/2020 as part of budget process and further refine the Plan biennially in coordination with biennial budget process.

2. Wait for Strategic Plan to be completed and then re-evaluate the staffing needs at that time.
3. Establish an annual “Staffing Budget” for the City Manager and allow her to make decisions regarding additional staffing.
4. Provide funding to complete a process improvement (Six-Sigma/Deming Model) review and assessment in 2019 to better determine future needs for 2020 and beyond.
5. Determine the level of Service desired for each Program/Sub-Program or a “Service-Level Catalogue” and then staff accordingly.

FISCAL IMPACT

Option 1: Estimated cost with benefits for 2019 & 2020 new positions = \$777,633

Option 2: No cost to wait to re-evaluate staffing plan in conjunction with the completion of the Strategic Plan.

Option 3: Estimated cost would be dependent on the budget City Council could provide to the City Manager.

Option 4: A Request For Proposal (RFP) would need to be completed and received in order to determine costs for this option.

Option 5: This would require time from staff to create a service-level catalogue along with input from City Council prior to revisiting the staffing plan.

PROGRAM/SUB-PROGRAM IMPACT:

The Six-Year Staffing Plan will impact all ten Program Areas (Transportation, Utilities, Public Safety & Justice, Parks, Open Space & Trails, Recreation, Cultural Services, Community Design, Economic Prosperity, and Administration & Support Services) directly or indirectly depending on the decisions made regarding the Plan.

RECOMMENDATION:

As this is a preliminary review of the Six-Year Staffing Plan, staff recommends hearing City Council thoughts, comments, questions, and suggestions regarding the Plan and then staff will implement the direction provided.

SUBJECT: PRELIMINARY REVIEW OF SIX-YEAR STAFFING PLAN

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ATTACHMENT(S):

1. Summary of desired FTEs for Six-year Staffing Plan
2. Six-year Staffing Plan questions
3. IT Workplan
4. Exit Interview Form 2018
5. 2018 04 17 Board Commission Budget CC
6. Brief Position Descriptions for 2019 & 2020
7. Preliminary 6-year Staffing Plan 2019 – 2024



Summary of desired FTEs for Six-year Staffing Plan from Director and Manager Interviews

2019 – TOTAL desired FTEs = 42.00

- Transportation = 2.5 FTEs
 - Civil Engineer III -1.0
 - PW Summer Intern –.50
 - PW Business Data Analyst – 1.0
- Utilities = 3.5 FTEs
 - Water Plant Operator -1.0
 - Wastewater Plant Operator-1.0
 - Stormwater Tech 1.0
 - Administrative Assistant for Utilities - .50
- Public Safety & Justice = 3.0 FTEs
 - 2 Police Officers
 - 1 Detective
- Parks = 4.0 FTEs
 - Parks Horticulturist -1.0
 - Parks Turf Cultural Specialist -1.0
 - Parks Arborist -1.0
 - Parks Project Manager -1.0
- Open Space & Trails =3.5 FTEs
 - Open Space Natural Resource Specialist -1.0
 - Open Space & Parks Project Manager -1.0
 - Seasonal Open Space Ranger -.50
 - Open Space Volunteer Coordinator -1.0
- Recreation = 14.00 FTEs

- Recreation Facility Assistant -1.0
- Child Care Staff -1.0
- Nite-At-The Rec Staff -.50
- Fitness Instructors – 1.0
- Sr. Fitness Instructors -1.0
- Senior Center Staff Member -1.0
- Lifeguards – 4.0
- Seasonal Golf Instructor – .50
- Full Time Golf Instructor – 1.0
- Golf Course Irrigation Tech – 1.0
- Golf Course Spray Tech – 1.0
- Ballfield/Sportsfield Tech -1.0
- Cultural Services = 2.25 FTEs
 - Librarian I – Teen Services - .50
 - Library Tech for Materials Mgmt - .50
 - Outreach Librarian -1.0
 - Circulation Staff -.25
- Community Design = 1.0 FTEs
 - Summer Intern for Community Design - .50
 - Summer Intern for Historic Preservation – .50
- Economic Prosperity = 0 FTEs
- Administration & Support Services = 8.25 FTEs
 - KPI Administrator -.50
 - Business Data Analyst -1.0
 - Communications Manager -1.0
 - Website coordinator - .50
 - Org Development & Training Specialist – .75
 - Purchasing Manager/Agent -1.0
 - IT Infrastructure Manager -1.0
 - GIS Coordinator – .50 to make 1.0
 - Dedicated IT person for SCADA -1.0
 - Facilities Mtn. Tech -1.0

2020 – TOTAL desired FTEs = 14.45

- Transportation
- Utilities
 - Stormwater Tech -1.0
- Public Safety & Justice

- Police Officers – 2.0
- Parks
- Open Space & Trails
- Recreation
 - Golf Course Marketing Specialist - .50 to make 1.0
 - Golf Course General Maintenance – 2.0
- Cultural Services
 - Outreach Librarian – 1.0
- Community Design
 - Summer Intern for Community Design - .50
 - Summer Intern for Historic Preservation - .50
- Economic Prosperity
- Administration & Support Services
 - Risk Manager – 1.0
 - Sustainability Specialist -.50 to make 1.0
 - In-House City Attorney & Associate -2.0
 - HRIS Specialist – 1.0
 - Payroll Clerk -.75
 - GIS Tech -.50
 - Fleet Maintenance person for snow back-up - .20
 - Electrician – 1.0

2021- TOTAL desired FTEs = 5.0

- Public Safety & Justice
 - Police Officers – 2.0
 - Police Detective -1.0
 - Property & Evidence Tech - .50
- Recreation
 - Administrative Assistant for Golf -.50 to make 1.0
- Administration & Support Services
 - HR Technician - .50
 - Accounts Payable/receivable clerk -.50

2022 – TOTAL desired FTEs = 1.25

- Cultural Services
 - Museum Fundraiser/Development Mgr. – 1.0

2023 – TOTAL desired FTEs = 3.0

- Public Safety & Justice
 - School Resource Officer – 1.0
- Cultural Services
 - Museum Exhibits Staff Member -1.0
- Administration & Support Services
 - Wellness Coordinator -1.0

2024 – TOTAL desired FTEs = 1.0

- Public Safety & Justice
 - School Resource Officer – 1.0

GRAND TOTAL desired for 2019 – 2024 = 67.20

6 year Staffing Plan questions

The 6-Year Staffing Plan is a roadmap that will help outline staffing needs and requirements for the City. We will be looking to you to provide insight into the number of staff you need to work effectively and efficiently as well as some analysis of the types of critical tasks that need to be done to support the goals of the organization.

What would your department look like today if all the critical tasks/functions were being attended to?

What would it look like in 2020?

What would it look like in 2021-2022?

How about 2023-2024?

Planning & Alignment for 2018

1. What are the critical tasks/functions in your department?
2. Who are the key players in accomplishing those critical tasks/functions?
3. Do your KPI's mirror those critical tasks/functions?
4. Are you currently staffed appropriately to effectively manage/improve upon your KPIs?
5. Are you currently staffed appropriately to manage workload and daily tasks?
 - a. Is your staff working at 100% of their capacity level?
 - b. Is 100% a reasonable level?
 - c. What is reasonable?
6. Do current job descriptions capture actual duties and tasks?
7. Do they need updating?
8. What staff would you need to manage the current workload?
9. Do vendors, contractors or other outside agencies/organizations contribute to achieving your department's/division's goals?
10. Would reorganization the department create a better balance to manage the workload and daily tasks or help with efficiency/effectiveness?
11. Does your current organizational chart reflect your current needs?
 - a. 2 years down the road
 - b. 4 years down the road
 - c. 6 years down the road

12. Would you want/need to reorganize in the next 2 years, 4 years, and 6 years?
 - a. Do you have a vision/plan for that plan and/or the future of your department/division
13. Have you considered outsourcing any tasks/duties/projects?

Forecasting for 2019-2020/ 2021-2022/ 2023-2024

What would your department/division look like in a couple of years?

If all your staffing needs were met for 2019, what would 2020 look like?

What about 2021-2022?

How about 2023-2024? What's your vision for your department/division?

1. How are customer/citizen demands expected to change?
 - a. Increase
 - b. Decrease
 - c. Shift in focus
2. How will technology change the way we work and interact with and deliver services to our customers/citizens?
3. Are you planning on creating or expanding services to customers/citizens?
4. Are you planning on eliminating or scaling back services?
5. Are you planning on consolidating or centralizing services/programs?
 - a. Would staff duties change as a result of this?
 - b. Would workload change?
 - c. Will overtime increase or decrease?
 - d. Would work process improvements change the division of labor?
 - e. Would there be a new ratio of managers to employees?
 - f. Would there be a new balance of generalists to specialists?
6. Do you see a need across the organization to consolidate or centralize services/programs?
7. Do you foresee job functions and competencies/skills changing?
8. What key positions outside your department do you think the organization needs to be more effective today and into the future?

Retention

1. What factor(s) are affecting retention of high performers?
2. How effective are current retention strategies?

- a. What do you/your managers do to retain employees?
3. How are work attitudes/job satisfaction?
 - a. Any news of employees leaving the organization?
 - b. How would that impact your department or the organization?
4. How well are your managers prepared to coach employees for new opportunities and career growth?
5. How well are individuals for leadership positions identified, assessed, and developed?
6. How well is knowledge transferred among your employees to retain mission-critical skills?
7. What forms of training and development are needed to teach mission-critical skills in the next 2-4, and 4-6 years?
8. What key positions we need to keep the City afloat?

Other

1. Are there others in your department you believe I should review this information with and gain their insight and perspective?
2. What else should we be considering, researching, discussing to bring forward a comprehensive 6 year staffing plan?
3. Space is also an issue if we hire more staff. Any thoughts on expanding, building, renting more office space?
4. Anything else you'd like to add that I haven't asked?

IT Running Task List Summary

1. ERP Applications

- a. PD/Courts RMS Implementation
- b. EnerGov – Finish Implementation of Plan Review Workflows & CSS
- c. IAN
 - i. 11.3 Upgrade TESTING
 - ii. ESS Timesheets & possibly Executime
 - iii. Audit Security Rights/permissions/roles review
 - iv. HR Workflows and security permissions, setup meeting with HR Staff (Robin, Kathleen, Leslie).
 - v. Reporting
- d. MUNIS Utility Billing Schedule/Plan
 - i. Estimated Go Live February 2019
 - ii. Conversions
- e. Reporting
 - i. Position Allocation Report Barb/Kevin/Kathleen/Carson Fiscal Model
 - ii. Budget Reporting
 - iii. KPI - Emily
 - iv. Utility Billing w/Kurt Tableau
 - v. Windows Power BI
- f. VSI RecTrac/Webtrac Upgrade September 24th
- g. Laserfiche – Document Management
 - i. Integrate with EnerGov
- h. Agenda Mgmt – Clerk
- i. SCADA – Public Works - Operationalize Application Support and Maintenance
- j. Lucity – Public Works - Operationalize Application Support and Maintenance
- k. GIS – Infrastructure rebuild with GUI

2. Infrastructure Projects

- a. Recreation Center & Memory Square Rebuild
- b. Access Services
 - i. Operationalize surveillance and door locking
- c. Broadcast rebuild in Council Chambers
- d. 2018 workstation refresh.
- e. Wireless microwave upgrades – PD Shed to City Hall
- f. Fiber mapping
- g. Public Works – SCADA
- h. Tableau infrastructure for Kurt

Employee:

Title:

Department/Division:

Direct Supervisor:

Employee #:

Hire Date:

Term Date:

The exit interview is a part of the City of Louisville's termination procedure. Please be honest and candid when filling out your exit interview. This information will be used by Human Resources to analyze turnover and will be kept separate from your personnel file.

1. Please summarize the type of work you performed.

2. Was your decision to leave the City influenced by any of the following? (Please check all those applicable.)

☐ Better job opportunity

☐ Commuting distance

☐ Inadequate use of skills

☐ Family circumstances

☐ Supervision

☐ Benefits

☐ Job content

☐ Relocation

☐ Retirement

☐ Self-employment

☐ Career advancement

☐ Lack of recognition or advancement

☐ Rate of pay

☐ Career change

☐ Illness or physical condition

☐ Co-workers

☐ Other, please specify:

Additional comments related to the above reasons may be specified here:

3. If you are going to another job, will you be doing the same type of work? ☐ Yes ☐ No
If "No," what type of work is it?

4. What does the new job offer you that your job with the City did not?

5. How would you rate the following in your job or department:

	Excellent	Good	Fair	Poor
Cooperation within the department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cooperation with other departments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On-the-job training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equipment, tools, and other resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Daily Operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

6. How would you rate supervision on the following:

	Most Always	Usually	Sometimes	Never
Follows policies & practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates fair & equal treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides recognition on the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops cooperation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resolves complaints & problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

7. Describe your workload:

☐ Too great ☐ About right ☐ Varied, but alright ☐ Too Light

8. How do you feel that your chances for career growth or advancement were:

☐ Excellent ☐ Good ☐ Fair ☐ Poor ☐ Not Concerned about advancement

9. What did you like most and least about the following:

Job:

Department:

Employment with the City:

10. How did you feel about your rate of pay and the employee benefits provided by the City?

	Excellent	Good	Fair	Poor	No Opinion
Rate of pay for your position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Paid Leave Bank (PLB)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Extended Illness Bank (EIB)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
401(a) Retirement Saving Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
457 Deferred Compensation Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recreation Center Membership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tuition Assistance Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Life & AD/D Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dental Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vision Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible Benefits Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee Assistance Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Computer Loan Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Would you recommend the City of Louisville to a friend or acquaintance as a place to work?

☐ Yes, definitely ☐ Yes, with reservations ☐ No

12. Do you have any additional comments about your job, department, management, or the City?

**SUBJECT: DISCUSSION/DIRECTION - 2019/2020 BOARD & COMMISSION
BUDGET REQUESTS**

DATE: APRIL 17, 2018

**PRESENTED BY: EMILY HOGAN, ASSISTANT TO THE CITY MANAGER
HEATHER BALSER, CITY MANAGER**

SUMMARY:

During the annual budget calendar discussion on January 23rd, City Council requested that staff seek capital and operational budget requests from the City's Boards and Commissions for the 2019/2020 budget. Staff requested this information from the following bodies:

- Board of Adjustment
- Building Code Board of Appeals
- Business Retention & Development Committee
- Cultural Council
- Historic Preservation Commission
- Historical Commission
- Library Board of Trustees
- Local Licensing Authority
- Open Space Advisory Board
- Parks & Public Landscaping Advisory Board
- Planning Commission
- Recreation Advisory Board
- Revitalization Commission
- Sustainability Advisory Board
- Youth Advisory Board.

Staff has provided a description of each request, as well as a statement about whether staff is planning to submit a corresponding capital or operational budget request for each item. Additionally, staff provided preliminary cost estimates for some capital and operational items. Some costing is still in the works, with pricing to occur closer to further budget review. The items in which staff is submitting a request are highlighted in green in the attached spreadsheet.

FISCAL IMPACT

Dependent on projects selected for the 2019/2020 budget, if any.

PROGRAM/SUB-PROGRAM IMPACT:

SUBJECT: 2019/2020 BOARD & COMMISSION BUDGET REQUESTS**DATE: APRIL 17, 2018****PAGE 2 OF 2**

One of the objectives for the Finance, Accounting and Tax Administration Sub-Program is to ensure accurate and timely budget development. By requesting this information early in the budget process, staff is developing a more accurate budget that considers the input of the City's boards and commissions.

RECOMMENDATION:

Staff is seeking input and direction from City Council regarding the proposed requests and if there is any additional information that can be provided to determine if requests should be included in the 2019/2020 budget.

ATTACHMENT(S):

1. 2019/2020 Board and Commission Budget Requests

2019/2020 Board and Commission Budget Requests

#	Board/ Commission	Contact	Capital/Operational Budget Requests	Estimated Cost	Staff Submitting Budget Request?
1	Board of Adjustment	Rob	None	N/A	N/A
2	Building Code Board of Appeals	Rob	None	N/A	N/A
3	Business Retention & Development Committee	Aaron	Funding to step up City's marketing and social media.		Yes
4	Cultural Council	Katie Z	Increase art grant funding from \$5,000 to \$10,000. Dedicated funding for the LCC's Art Grant program allows the LCC to provide funding to local arts organizations & bring new & exciting arts opportunities to Louisville residents & visitors. The program is now in its third year and is receiving an increasing number of high quality grant applications. In 2018, the LCC was only able to award \$5,000 of the nearly \$16,000 in requests. With additional grant funding, the LCC could bring more high quality arts events to Louisville and stimulate Louisville's artistic community.	\$10,000	Yes
5			Increase programming funding from \$10,000 to \$20,000. The LCC excels at bringing high quality arts and cultural events to the Louisville community. They currently present an average of 20-25 programs per year with just \$10,000. Additional funding could help the LCC to: 1) fulfill their mission of supporting artists by paying artists closer to market rate for performances rather than negotiating special consideration or lower prices 2) hire higher quality artists 3) present additional performances 4) raise the production value of performances with additional investment in technology (lights, sound, projection, etc.). This funding currently goes to the LCC but will become a line item for Cultural Arts/Special Events after the split off the LCC from the non-profit.	\$20,000	Yes
6			Provide \$25,000 annually in funding for public art. Now that the City has approved a Public Art Policy, the LCC would like to explore a continued funding stream to allow for the purchase & installation of public artwork.	\$25,000	No
7			Improvements to facilities. The LCC would like to look at improving the technical set up at the Louisville Center for the Arts, including installing a sound system, improving the flexible lighting system & possibly installing a projector. At Community Park, the LCC would like to make improvements to the stage and bandshell, including raising the stage height and possibly more extensive improvements to the bandshell to create a backstage area and provide a larger roof that better protects performers from the elements.	Approx. \$100,000 (in addition to CIP request for \$46,615 for raising the stage)	Yes for raising stage height

2019/2020 Board and Commission Budget Requests

#	Board/ Commission	Contact	Capital/Operational Budget Requests	Estimated Cost	Staff Submitting Budget Request?
8	Historic Preservation Commission	Rob	The Commission felt that there was an overall need for branding within the Old Town and Downtown areas. They recommended ornamental streetlights in the Old Town Overlay. Staff estimates that there are 200 light poles within the Old Town Overlay. Downtown already has ornamental streetlights. Staff is not intending to submit a budget request for this item.		No
9			The Commission also recommended that the City should install entrance signs into the Downtown/Old Town area. They specified two sign locations: South Boulder Road/Main Street and Hwy 42/Pine. An operational budget item for installation in 2018 was cut from the budget to help cover the Recreation Center/Senior Center expansion shortfall. Staff intends to submit a CIP budget item for redesign work on the current wayfinding/community identity sign program and installation of the sign program.	\$132,500	Yes
10	Historical Commission	Bridget	The Commission requests funding in 2019 for a 30% schematic design level for a new Museum & Visitor Center. The purpose is to further refine the design & obtain more specific cost estimation to help with future decision-making regarding funding. Also the Commission requests City funding for a portion of the project a few years later. Commission members noted that without a commitment of funding from the City, it would likely be difficult to apply for grants or for the History Foundation to successfully fundraise.	\$165,400 (30% design w/ contingency) & \$1.5 million City contribution for construction & improvements	Yes for design, construction participation in out years pending further City Council discussions
11			The History Foundation commissioned a feasibility study that is optimistic with respect to the levy of funds that the Foundation could potentially raise for a new Museum & Visitor Center but cautionary with respect to the ability to raise the funds without dedicated staff to cultivate potential donors. Some City-owned museums have a fundraising & development person on the staff to work on such projects. In our area, the cities of Golden & Longmont have added development positions to their museum staff. The Commission is requesting that the operational funds provided by the Historic Preservation Tax continuation pay for the hiring of a person to work with the Foundation on fundraising & development (possibly on a contract basis).		No
12			The Commission requests the commissioning of an economic impact study to measure the economic impact on downtown Louisville of having a redesigned Museum campus with a new Museum & Visitor Center & increased numbers of on-site programs & events.		No

2019/2020 Board and Commission Budget Requests

#	Board/ Commission	Contact	Capital/Operational Budget Requests	Estimated Cost	Staff Submitting Budget Request?
13			The Commission expressed the overall goal of the Museum increasing its engagement with the community & strengthening the important role that it plays in promoting historic downtown Louisville, as was emphasized in the Business Plan. Members would like to see additional staffing at the Museum, which is now possible due to the successful approval of the Historic Preservation Tax continuation. They would like to especially see additional staffing in the areas of visitor services (so that the Museum can be open for more hours each week & so that there is funding to pay substitutes to keep the Museum open when other staff is absent), programming to support (& increase) the 30 programs that the Museum organizes annually, outreach, partnerships with other organizations & volunteer coordination. The Commission further supports continued staffing to work on the Oral History Program so that more oral history interviews can be made publicly accessible. The Commission also discussed the timing for hiring an exhibit planner if the plan to construct a new building proceeds.	\$41,600	Yes
14			The Commission discussed the lack of work space at the Museum, especially in light of the prospect of funding for the City to hire additional staff. Currently the Museum staff do their work in the public exhibit areas of the Jacoe Store & share a desk at the Library. The Commission would like to see an additional work station created in the Jordinelli House that would provide additional quiet work space & some flexibility for where staff members can conduct work.	\$6,100	Yes
15			The Commission requests funding so that the City can continue to address, over the next several years, the deficiencies identified in the Historic Structure Assessments of the three landmarked Museum buildings in 2017.	\$78,710	Yes
16			The Commission would like to make sure that the Tomeo House & Jordinelli House are on track to receive new heating & cooling systems when the current ones reach the end of their life spans & would like the open area identified as the location for the new building to be made more appropriate & useable for school tours & outdoor events in the interim before there can be a new building constructed.	\$30,000	City staff is discussing funding options & timing
17			The Commission requests funding to maintain current levels of operational funding at the Museum for supplies, conference attendance, software needs, etc.	\$15,050	Yes

2019/2020 Board and Commission Budget Requests

#	Board/ Commission	Contact	Capital/Operational Budget Requests	Estimated Cost	Staff Submitting Budget Request?
18	Library Board of Trustees	Becky	Need for additional staff at the Library. Board members noted the state-generated reports that compare circulation and staffing for all public libraries serving communities from 10,000 to 100,000 in size. The Board members supported staff in two areas. Receiving most interest and support from the Board of Trustees was to hire a full-time Outreach Librarian. With the continued building in Superior, the in-fill in Louisville, and the increase in population in Kestrel and other senior and affordable housing locations, there is need for a person who can leave the Library and get into Louisville and Superior to provide library services and information about the library. Other outreach opportunities we would like to be able to address are to participate in Community Food Shares and various City events such as the Farmers' Market (Foundation members are our only representatives), Parade of Lights, Taste of Louisville; and visiting the homeschool families in our community. The other additional hours considered noteworthy by our Board of Trustees members were for circulation staff (10 per week, estimated) to process the increased number of requested items that travel through the Flatirons Library Consortium. With 6, rather than 3 Libraries, and a more efficient courier to move items among those libraries, requested items are arriving more quickly, and the service is increasing in popularity as a result. Each item that travels through the courier to and from our Library requires more handling than those items on our shelves that are just picked up by our patrons. This additional handling provides good customer service, but requires additional staff handling.	\$48,000	Yes for new full-time Outreach Librarian
19	Local Licensing Authority	Carol	None	N/A	N/A
20	Open Space Advisory Board	Joe	Wayfinding - trails/signs: construction of primary of primary trail improvements throughout the City trail system & fabrication/installation of signage.		Yes
21			Prescribed burns: reintroduce fire to the grassland ecosystem.		Yes
22			Trail maintenance: maintenance to existing trails (replacing/repairing surfaces, drainage improvements, reseeding trail edge, etc.).		Yes

2019/2020 Board and Commission Budget Requests

#	Board/ Commission	Contact	Capital/Operational Budget Requests	Estimated Cost	Staff Submitting Budget Request?
23			New trails: design/construct "new trail" segments identified in the 2014 Open House efforts. Many are neighborhood connections or regional.		Yes
24			Vault restroom at Aquarius parking lot on the regional Coal Creek Trail.		Yes
25			Harney Lastoka: creating a public, friendly & ADA accessible Farm Stand to sell crops to citizens, interpretive education and center pivot.		Yes
26			Develop open space educational programming for adults/kids to meet k-12 school state standards.		Yes
27			"Grab & Go" in-house programs.		Yes
28			Identify location, design criteria & cost for a new dog park (Dog Park Master Plan).		Yes
29			Master Plan for Warembourg Pond: develop vision for the fishing pond. Evaluate landscaping, amenities, water quality, etc. This could be a multi-year project (maintenance of pond in year one and improvements to facility in year two).		Yes
30			Monitor, evaluate & construct selected stabilization option in Coyote Run.		Yes
31			OSAB supports funding for an Open Space Natural Resource Specialist.		Yes
32	Parks & Public Landscaping Advisory Board	Joe	Design & construct a multi-purpose field. The detention area south of the Recreation/Senior Center has been discussed as a possible location, as well as the area adjacent to the Police Department.		Yes
33			Park & median irrigation controller upgrades. Scope of work could include controller & antenna replacement & pedestal & mounting upgrades.		Yes
34			Develop median landscape conceptual designs. Funding requested will be used to start the construction of the median renovations from selected 2018 conceptual designs.		Yes
35			Remove/replace Mission Green tennis court.		Yes
36			Renovate/upgrade existing restroom at Heritage Park.		Yes
37			Purchase chip truck.		Yes
38			Renovate four infields at Sports Complex.		Yes
39			Remove/replace outfield fence at Miner's Field with intent of creating a fenced baseball outfield arc & an appropriate field of play.		Yes
40			Replace sand/pea gravel material with engineered wood fiber (EWF) at playgrounds at following parks: Joe Carnival, Sports Complex, Cottonwood, Elephant, Keith Helart & Meadows Park.		Yes
41			Develop conceptual design/plan for Sundance Park through public process with engineer's estimate for improvements.		Yes
42			Provide trail development connections within City.		Yes

2019/2020 Board and Commission Budget Requests

#	Board/ Commission	Contact	Capital/Operational Budget Requests	Estimated Cost	Staff Submitting Budget Request?
43			Park Master Planning & construction of Cottonwood Park, Lake Park Open Space & former 'Church' property purchased by City adjacent to Cottonwood Park.		Yes
44	Planning Commission	Rob	Safety improvements should be the highest priority. This includes the Highway 42/Hecla intersection and a South Boulder Road underpass at Main Street or Via Appia.		Yes - HW 42/Hecla intersection CIP previously submitted for 19/20 & SBR study currently underway
45			Completing missing trail connections and connecting trail across streets and intersections is also a high priority.		No
46			Resource management improvements should be considered. Examples include using grey water and installing low water landscaping.		Currently doing at golf course, Community Park, etc.
47			Repair and maintenance of existing facilities should be prioritized for adding new facilities.		N/A
48	Recreation Advisory Board	Joe	N/A - new advisory board	N/A	N/A
49	Revitalization Commission	Aaron	Funding to assist with facilitating redevelopment of former Sam's Club		In process
50			Funding to assist in StorageTek		No
51			Streetscaping improvements to make more pleasant connection between Superior Town Center & McCaslin area		No
52			Streetscaping improvements for Downtown		No
53			Widen medians on McCaslin to increase safety		TMP will consider
54			Safety enhancements at Hwy 42 & South Boulder Road		TMP & SBR study will consider
55			Funding for an underpass at Hwy 42 & Short Street		Traffic signal to be installed in 18/19
56			Consider making Hwy 42 a local road rather than CDOT control		Under consideration

2019/2020 Board and Commission Budget Requests

#	Board/ Commission	Contact	Capital/Operational Budget Requests	Estimated Cost	Staff Submitting Budget Request?
57	Sustainability Advisory Board	Katie B	Increase sustainability budget from \$10,000 to include specific, increased allocation (approx. \$1,500) to Green Business Program. This increase would be utilized on program maintenance (reception, etc.) & growth, further collaboration on business program with PACE, as well as additional materials & outreach assistance provided from the City to participating businesses. It has been noted from participating businesses that recognition from the City is deemed higher value than recognition from the County. There is a need, as this program continues into its third year & growth pattern, to increase funding to accommodate the program & its continued growth.	\$11,500	Yes - for increase & specific allocation of funding to Green Business Program
58			The City should lead by example by requiring all City-hosted events to be zero waste. Operational funding is needed for additional bins, outreach & educational materials to make the streams/bins effective at varying event sizes, proper branding (City logo), as well as sponsorship/rental opportunity from community groups.	\$2,500	Yes
59	Youth Advisory Board	Joe	None	N/A	N/A



Brief Position Descriptions for 2019 Proposed Staffing Plan

Public Safety & Justice Program

Police Officer – 1.0 FTE

- Additional Officer needed for increasing call-load and Officer Safety. Police Officers perform a wide variety of police and law enforcement duties and are expected to respond to any and all situations that require a public safety presence. Duties include, but are not limited to, the protection of life and property, maintaining public order, conducting investigations, traffic violations enforcement, code enforcement, apprehending and arresting offenders, conducting civil process, working in the public schools, using physical force, including deadly force, providing medical services, helping the mentally ill, conducting searches, and making public presentations.
- Estimated wage for 2019 = \$57,720 + \$17,316 in benefits = \$75,036

Open Space & Trails Program

Sr. Natural Resources Specialist – 1.0 FTE

- This position will develop, implement, and monitor Natural Resource activities including but not limited to: vegetation restoration, prescribed fire, weed control, grazing, and wildlife management. Additional responsibilities shall include assisting with contract management and developing natural resource related education and volunteer activities.
- Estimated wage for 2019 = \$56,326 + \$16,897 in benefits = \$73,224

Recreation Program

Facility Assistant – 1.0 FTE

- This position will be responsible for opening the facility at 5am, performing guest relations tasks, general recreation center operation management, and program

and facility administrative support. This is a new anticipated earlier opening time and to ensure having a consistent staff member Monday – Friday providing facility management oversight at 5am. This person is responsible to independently open the facility.

- Estimated wage for 2019 = \$46,300 + \$13,890 in benefits = \$60,191

Facility Assistant - .80 FTE

- This .80 FTE or 32 hour per week position will be responsible for closing the facility two nights and opening weekends. In addition, the position is responsible for performing guest relations tasks, general recreation center operations management, and program and facility administrative support. This position will also provide back-up coverage for the Full Time Facility Assistants and ensures management staff coverage during all operating hours.
- Estimated wage for 2019 = \$37,040 + \$11,112 in benefits = \$48,152

Senior Center Staff Member (Recreation Sup. I) – 1.0 FTE

- This position would provide assistance in helping to program additional activities, events, and programs for the senior population.
- Estimated wage for 2019 = \$54,163 + \$16,248 in benefits = \$70,412

Recreation Center Coordinator for Youth Activities– 1.0 FTE

- This position will assist and oversee program in Youth Activities, Youth Sports, and Adult Sports. Areas include summer camp, youth soccer league, and other youth and adult programs as needed. They may assist with game/practice schedules as well as staff schedules.
- Estimated wage for 2019 = \$46,300 + \$13,890 in benefits = \$60,191

Administration & Support Services Program

Communications Coordinator – 1.0 FTE

- Coordinate City-wide information, craft messaging, develop branding, design marketing materials, develop social media strategy, create outreach campaigns, develop public engagement platforms and market for local business community.
- Estimated wage for 2019 = \$74,110 + \$22,233 in benefits = \$96,343

Business Data Analyst – 1.0 FTE

- This position will work with business units to define and capture decision-making datasets. In addition, he/she will produce reports based on the collected

datasets, and support decision-making dashboards for the various departments and the public. The position will also support data architecture design and maintenance.

- Estimated wage for 2019 = \$74,110 + \$22,233 in benefits = \$96,343

Organizational Development & Training Specialist - 1.0 FTE

- This position will be responsible for designing and implementing organizational development/training programs for city employees. He/She will conduct training programs and courses; develop and recommend citywide training curriculum, prepare training plans, PowerPoint slides, videos, and other audio/visuals for training purposes. He/She will review and evaluate commercial training resources and vendor programs for suitability for use in Louisville training programs. He/She will contribute to the collective assessment and development of organizational planning, coordination and problem solving, assist in the formulation of strategies for the implementation and accomplishment of training and organizational goals and objectives. This will include sessions on change management, organizational transition activities, budget training, human resource-related trainings, leadership, supervisory, safety trainings, trainings on KPIs and other needs determined on a year-by-year basis.
- Estimated wage for 2019 = \$65,894 + \$19,768 in benefits = \$85,662



Brief Position Descriptions for 2020 Proposed Staffing Plan

Public Safety & Justice Program

Police Officer – 1.0 FTE

- Additional Officer needed for increasing call-load and Officer Safety. Police Officers perform a wide variety of police and law enforcement duties and are expected to respond to any and all situations that require a public safety presence. Duties include, but are not limited to, the protection of life and property, maintaining public order, conducting investigations, traffic violations enforcement, code enforcement, apprehending and arresting offenders, conducting civil process, working in the public schools, using physical force,

including deadly force, providing medical services, helping the mentally ill, conducting searches, and making public presentations.

- Estimated wage for 2020 = Step 3 = \$57,720 + \$17,316 = \$75,036

Administration & Support Services Program

Sustainability Specialist – .50 FTE to make into a 1.0 FTE

- With an increase in sustainability grant funding from Boulder County starting in 2020, the City can contribute towards a full-time position. The position is responsible for implementing the Sustainability Action Plan/2-year Work Plan, coordinating community education/outreach, developing partnerships, evaluating effectiveness of programs/projects, tracking sustainability-related data for KPIs, incorporating sustainable practices into City operations, ensuring compliance with all environmental regulations, identifying costs/benefits of initiatives, researching/applying for grants and answering questions from residents.
- Estimated wage increase (.50 increase) for 2020 = \$23,150 + \$13,890 in benefits = \$37,040 additional wages and benefits.

				2019 & 2020 Staffing Recommendations							
Program	2016 Staffing	2017 Staffing	2018 Staffing	2019	Position Title	Space needed	Notes	2020	Position Title	Space needed	Notes
Transportation											
Transportation	12.72	12.22	12.34								
Utilities											
Utilities	39.43	38.19	37.96								
Public Safety & Justice											
Public Safety & Justice	40.38	43.84	45.84	1.00	Police Officer	Yes	Car / Locker	1.00	Police Officer	Yes	Car / Locker
Parks											
Parks	17.73	19.94	20.18								
Open Space & Trails											
Open Space & Trails	6.79	6.02	7.02	1.00	Sr. Natural Resource Specialist	Yes	Truck				
Recreation											
Recreation	53.01	56.5	53.32	1.00	Facility Assistant	No					
				0.80	Facility Assistant	No					
				1.00	Senior Ctr. Staff Member	No					
				1.00	Rec Ctr. Coordinator	No					
Cultural Services											
Cultural Services	22.27	22.55	23.80								
Community Design											
Community Design	13.42	12.88	13.45								
Economic Prosperity											
Economic Prosperity	1.02	1.00	1.00								
Administration & Support Services											
Administration & Support Services	24.35	25.92	25.92	1.00	Communications Coordinator	Yes		0.5	Sustainability Spec. to make 1.0 FTE	Yes	
				1.00	Business Data Analyst	Yes					
				1.00	Org Dvlp & Trng Specialist	Yes					
GRAND TOTAL FTEs	231.12	239.06	240.83	8.80	Preliminary for 2019			1.50	Preliminary for 2020		
				9.87	Preliminary Variable FTE's			0.85	Preliminary Variable FTE's		
				259.50	TOTAL FTEs for 2019			261.00	TOTAL FTEs for 2020		
FTE Key: Benefitted											
1.0 = 40 hours per week		.9 = 36 hours per week									
.8 = 32 hours per week		.7 = 28 hours per week									
0.75 = 30 hours per week											
FTE Key: Non-Benefitted											
.6 = 24 hours per week				.5 = 20 hours per week							
.4 = 16 hours per week				.3 = 12 hours per week							
.2 = 8 hours per week				.1 = 4 hours per week							
Color Key											
Rec Ctr. Expansion Project Staffing Needs											

						2021 & 2022 Staffing Recommendations							
Program	2016 Staffing	2017 Staffing	2018 Staffing	2019	2020	2021	Position Title	Space needed	Notes	2022	Position Title	Space needed	Notes
Transportation													
Transportation	12.72	12.22	12.34	12.34	12.34								
Utilities													
Utilities	39.43	38.19	37.96	37.96	37.96	1.00	Stormwater Technician						
Public Safety & Justice													
Public Safety & Justice	40.38	43.84	45.84	46.84	47.84	0.5	Property & Evidence Technician			1.00	Police Officer		
Parks													
Parks	17.73	19.94	20.18	20.18	20.18								
Open Space & Trails													
Open Space & Trails	6.79	6.02	7.02	8.02	8.02	1.00	Open Space Maintenace Tech						
Recreation													
Recreation	53.01	56.5	53.32	57.12	57.12					1.00	Ballfield/Sportsfield Technician		
Cultural Services													
Cultural Services	22.27	22.55	23.80	23.80	23.80					1.00	Museum Fundraiser / Dvlp Mgr		HPF Funding
Community Design													
Community Design	13.42	12.88	13.45	13.45	13.45								
Economic Prosperity													
Economic Prosperity	1.02	1.00	1.00	1.00	1.00								
Administration & Support Services													
Administration & Support Services	24.35	25.92	25.92	28.92	29.42	1.00	Purchasing Mgr.						
						0.50	GIS Coord to make full time						
GRAND TOTAL FTEs	231.12	239.06	240.83	249.63	251.13	4.00	FTE Recommendations			3.00	FTE Recommendations		
						255.13				258.13			

								2023 & 2024 Staffing Recommendations							
Program	2016 Staffing	2017 Staffing	2018 Staffing	2019	2020	2021	2022	2023	Position Title	Space needed	Notes	2024	Position Title	Space needed	Notes
Transportation															
Transportation	12.72	12.22	12.34	12.34	12.34	12.34	12.34								
Utilities															
Utilities	39.43	38.19	37.96	37.96	37.96	38.96	38.96								
Public Safety & Justice															
Public Safety & Justice	40.38	43.84	45.84	46.84	47.84	48.34	49.34	1.00	School Resource Officer	Yes	Car / Locker	1.00	School Resource Officer	Yes	Car / Locker
Parks															
Parks	17.73	19.94	20.18	20.18	20.18	20.18	20.18	1.00	Arborist	Yes	Truck				
Open Space & Trails															
Open Space & Trails	6.79	6.02	7.02	8.02	8.02	9.02	9.02								
Recreation															
Recreation	53.01	56.5	53.32	57.12	57.12	57.12	58.12								
Cultural Services															
Cultural Services	22.27	22.55	23.80	23.80	23.80	23.80	24.80	1.00	Museum Exhibits Staff member	Yes	HPR Funding				
Community Design															
Community Design	13.42	12.88	13.45	13.45	13.45	13.45	13.45								
Economic Prosperity															
Economic Prosperity	1.02	1.00	1.00	1.00	1.00	1.00	1.00								
Administration & Support Services															
Administration & Support Services	24.35	25.92	25.92	28.92	29.42	30.92	30.92								
GRAND TOTAL FTEs	231.12	239.06	240.83	249.63	251.13	255.13	258.13	3.0	REQUESTED NEW FTEs in 2023			1.00	REQUESTED NEW FTEs in 2024		
								261.13				262.13			

				6 Year Summary							
Program	2016 Staffing	2017 Staffing	2018 Staffing	2019	2020	2021	2022	2023	2024	% Change from 2016 to 2024	% Change from 2018 to 2024
				Transportation							
Transportation	12.72	12.22	12.34	12.34	12.34	12.34	12.34	12.34	12.34	-0.38%	0.00%
				Utilities							
Utilities	39.43	38.19	37.96	37.96	37.96	38.96	38.96	38.96	38.96	-0.47%	1.00%
				Public Safety & Justice							
Public Safety & Justice	40.38	43.84	45.84	46.84	47.84	48.34	49.34	50.34	51.34	10.96%	5.50%
				Parks							
Parks	17.73	19.94	20.18	20.18	20.18	20.18	20.18	21.18	21.18	3.45%	1.00%
				Open Space & Trails							
Open Space & Trails	6.79	6.02	7.02	8.02	8.02	9.02	9.02	9.02	9.02	2.23%	2.00%
				Recreation							
Recreation	53.01	56.5	53.32	57.12	57.12	57.12	58.12	58.12	58.12	5.11%	4.80%
				Cultural Services							
Cultural Services	22.27	22.55	23.80	23.80	23.80	23.80	24.80	25.80	25.80	3.53%	2.00%
				Community Design							
Community Design	13.42	12.88	13.45	13.45	13.45	13.45	13.45	13.45	13.45	0.03%	0.00%
				Economic Prosperity							
Economic Prosperity	1.02	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	-0.02%	0.00%
				Administration & Support Services							
Administration & Support Services	24.35	25.92	25.92	28.92	29.42	30.92	30.92	30.92	30.92	6.57%	5.00%
GRAND TOTAL FTEs	231.12	239.06	240.83	249.63	251.13	255.13	258.13	261.13	262.13	31.01%	21.30%

SUBJECT: DISCUSSION/DIRECTION – LEGAL SERVICES

DATE: AUGUST 28, 2018

PRESENTED BY: HEATHER BALSER, CITY MANAGER

SUMMARY:

Louisville's City Attorney, Sam Light, recently announced he is leaving his law practice to become in-house General Counsel for the Colorado Intergovernmental Risk Sharing Agency or CIRSA. Mr. Light begins his new job on October 1, 2018.

As a result, the City must determine next steps as it relates to obtaining legal counsel and services. The current contracts for legal services between Light | Kelly P.C. and the City and the Louisville Revitalization Commission are attached. Both contracts are for firm representation with Sam Light as the primary attorney. For the immediate future staff recommends continuing to utilize the firm's services with Mr. Light's legal partner Kathleen Kelly serving as the primary attorney. The firm's name will change October 1, 2018 to Kelly PC, and City staff will provide new contracts for consideration at an upcoming City Council meeting.

Staff suggests at a minimum Ms. Kelly would perform the duties of the City Attorney until 2019 when City Council and staff can fully consider next steps and a possible process for any changes to the current provision of legal services. The firm has a number of attorneys that currently work with the city on numerous municipal issues and that consistency as well as long-term relationship will serve the city well during this time of transition.

As for longer term next steps, potential options include:

- 1) Have the Legal Committee discuss this issue and make recommendations on next steps
- 2) Begin an RFP process for legal services in 2019
- 3) Wait until after the November 2019 election to pursue an RFP process, as there will be a new Mayor and a number of new Councilors due to term limits

FISCAL IMPACT

Additional funds may be required in the future due to any changes in the provision of legal services.

PROGRAM/SUB-PROGRAM IMPACT:

The Sub-Program Objectives for Legal Services seek to provide effective, cost efficient and responsive legal advice for City Council, management, and staff in legal matters pertaining to their official powers and duties as well as represent the City in all legal proceedings and finalize all legal documents for the City. Discussion/Direction on provision of legal services for the City seeks to maintain and provide effective, cost efficient and responsive legal advice during this time of transition and into the future.

RECOMMENDATION:

Staff recommends providing new/updated legal services contracts for the City and LRC with Kelly PC and Kathleen Kelly until the City can determine next steps on future provision of legal services. Staff is seeking direction on possible next steps (beyond the immediate provision of services) and possible timing.

ATTACHMENT(S):

1. Legal Services Contracts
2. Kathleen Kelly Bio

CONTRACT FOR CITY ATTORNEY

This Contract between the CITY OF LOUISVILLE, COLORADO ("City") and the law firm of LIGHT KELLY, P.C. ("Attorney") is as follows:

WITNESSETH:

WHEREAS, the City is in need of a City Attorney; and

WHEREAS, Samuel J. Light and the other attorneys at Light Kelly, P.C. are duly licensed attorneys in the State of Colorado, and Light Kelly, P.C. is willing and able to serve as City Attorney;

THEREFORE, in consideration of the mutual covenants hereinafter contained, the parties hereby agree as follows:

1. Appointment. The City hereby appoints the Attorney as City Attorney for Louisville and Attorney hereby accepts the position of City Attorney. It is understood that the work of the City Attorney will be performed by Mr. Light or others in the firm designated by him, but that Mr. Light shall be principally responsible to the City Council for that work.

2. Term. The services to be performed by the Attorney shall begin upon appointment to the position of City Attorney and shall terminate on the Attorney's removal or resignation.

3. Removal or Resignation. Attorney shall serve at the pleasure of the City Council and may be removed from the position of City Attorney at any time by affirmative vote of four members of the City Council, the removal to take effect upon written notice to the Attorney. Attorney expressly waives any rights to a charge in writing or an opportunity for a hearing prior to removal. Attorney shall be automatically removed from the position upon the appointment by City Council of a different City Attorney.

Attorney may voluntarily resign as City Attorney by providing at least sixty (60) days' advance written notice to the City Council, unless a shorter notice period is agreed to by the City Council.

4. Services. The Attorney shall perform all duties of the City Attorney for Louisville required by Constitution, home rule charter, statute, or ordinance, and shall perform other legal services as requested by the City Council or by such City officers or employees as designated by the City Council. Municipal court prosecution services are not included in the services to be performed by the City Attorney.

5. Compensation. The City agrees to pay the Attorney for all services under this Contract at the rates set forth in the "Appendix A -- Fee Schedule," attached hereto and incorporated herein by this reference.

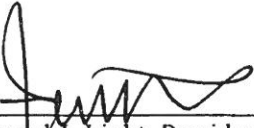
The Attorney agrees to bill the City monthly, indicating the services performed, the time expended thereon, and the dates of service. Attorney's expenses for travel to and from Louisville shall not be billed separately to the City.

6. Outside Legal Counsel. The City may employ, at the City's expense, outside the terms of this Contract, other legal counsel determined to be necessary by the City Council.

7. Amendment. Any amendment to this Contract shall be in writing and agreed to by the parties.

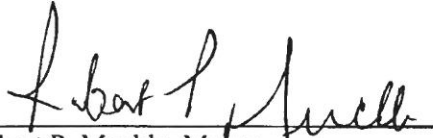
IN WITNESS WHEREOF, the parties hereto have executed this Contract on the dates shown.

LIGHT KELLY, P.C.

By: 
Samuel J. Light, President


11/3/14
Date

CITY OF LOUISVILLE, COLORADO

By: 
Robert P. Muckle, Mayor

11/3/14
Date

ATTEST

By: 
Nancy Varra, City Clerk

November 3, 2014
Date



APPENDIX A -- FEE SCHEDULE (EFFECTIVE JANUARY 1, 2015)

Professional Services

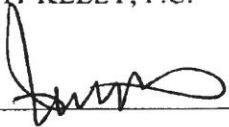
- (1) Law clerk/paralegal services: \$90.00 per hour
- (1) Attorney time (except as provided in (3) below) for partners shall be \$180.00 per hour and for associates of the firm shall be \$160.00 per hour. Fees for any other attorneys providing services through Light, Kelly, P.C. shall not exceed \$160.00 per hour, and the City shall be notified of the specific fees through its monthly billing statement.
- (3) Monthly retainer for attendance at regular meetings of the Council and short telephone calls requiring no research: \$750.00

Expenses

- (1) Copying: \$.15 per page
- (2) FAX: No charge
- (3) Travel: Current IRS per mile
(no charge for travel to and from Louisville)
- (4) Long distance telephone calls: at cost
- (5) Delivery: at cost

AGREED AND ACCEPTED:

LIGHT KELLY, P.C.

By: 

Title: President

Date: 11/3/14

CITY OF LOUISVILLE

By: 

Title: Mayor

Date: 11/3/14

**City of Louisville Public Services Contract Addendum
Prohibition Against Employing Illegal Aliens**

Prohibition Against Employing Illegal Aliens. Light Kelly, P.C. (the "Contractor") shall not knowingly employ or contract with an illegal alien to perform work under this contract. The Contractor shall not enter into a contract with a subcontractor that fails to certify to the Contractor that the subcontractor shall not knowingly employ or contract with an illegal alien to perform work under this contract.

The Contractor will participate in either the E-verify program or the Department program, as defined in C.R.S. § 8-17.5-101(3.3) and 8-17.5-101(3.7), respectively, in order to confirm the employment eligibility of all employees who are newly hired for employment to perform work under the public contract for services. The Contractor is prohibited from using the E-verify program or the Department program procedures to undertake pre-employment screening of job applicants while this contract is being performed.

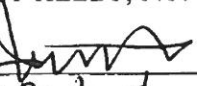
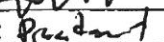
If the Contractor obtains actual knowledge that a subcontractor performing work under this contract for services knowingly employs or contracts with an illegal alien, the Contractor shall:

- a. Notify the subcontractor and the City within three days that the Contractor has actual knowledge that the subcontractor is employing or contracting with an illegal alien; and
- b. Terminate the subcontract with the subcontractor if within three days of receiving the notice required pursuant to this paragraph the subcontractor does not stop employing or contracting with the illegal alien; except that the Contractor shall not terminate the contract with the subcontractor if during such three days the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien.

Contractor shall comply with any reasonable request by the Department of Labor and Employment made in the course of an investigation that the Department is undertaking pursuant to the authority established in C.R.S. § 8-17.5-102(5).

If Contractor violates a provision of this Contract required pursuant to C.R.S. § 8-17.5-102, the City may terminate the contract for breach of contract. If the contract is so terminated, the Contractor shall be liable for actual and consequential damages to the City.

LIGHT KELLY, P.C.

By: 
Title: 
Date: 11/3/14


Light Kelly

Attorneys at Law

Samuel J. Light
(303) 298-1601 tel
(303) 298-1627 fax
slight@lightkelly.com

MEMORANDUM

TO: Mayor and Councilmembers
Legal Review Committee
Malcolm Fleming, City Manager
City of Louisville

FROM: Samuel J. Light 

DATE: October 12, 2016

SUBJECT: Fees for Legal Services

Based upon the firm's general review of its fees, services, and costs, we find it necessary to increase our rates for legal services to the City effective January 1, 2017. We last increased our fees on January 1, 2015. While cost-effective service to the City is a primary goal of our firm, we must also consider the ongoing increase in our own costs of doing business.

Attached is a copy of the City's current Appendix A - Fee Schedule, which shows in blackline our proposed 2017 rates. Our proposal would effect a \$15/hour increase in partner rates and \$5/hour increase in associates rates. We will maintain our current flat monthly retainer of \$750 for attendance at regular council meetings. We will commit to these rates for two years. Also attached is a clean copy of the updated fee schedule. If this proposal meets with your approval, we will forward to the City Manager two executed originals for City signature.

We will continue to work with the City to identify and implement methods for managing legal services and fees, and are available as desired to discuss this proposal and our services to the City.

We appreciate the opportunity to serve as City Attorney and take great pride in serving the City of Louisville. Thank you for your consideration of this proposal, and if you have any questions or concerns, or care to discuss this matter, please contact me.

Light | Kelly, P.C.
101 University Boulevard, Suite 210, Denver, CO 80206
www.lightkelly.com

APPENDIX A -- FEE SCHEDULE (EFFECTIVE JANUARY 1, ~~2017~~ 2015)

Professional Services

- (1) Law clerk/paralegal services: \$90.00 per hour
- (2) Attorney time (except as provided in (3) below) for partners shall be \$195.00 ~~\$180.00~~ per hour and for associates of the firm shall be \$165.00 ~~\$160.00~~ per hour. Fees for any other attorneys providing services through Light Kelly, P.C. shall not exceed \$165.00 ~~\$160.00~~ per hour, and the City shall be notified of the specific fees through its monthly billing statement.
- (3) Monthly retainer for attendance at regular meetings of the Council and short telephone calls requiring no research: \$750.00

Expenses

- (1) Copying: \$.15 per page
- (2) FAX: No charge
- (3) Travel: Current IRS per mile
(no charge for travel to and from Louisville)
- (4) Long distance telephone calls: at cost
- (5) Delivery: at cost

AGREED AND ACCEPTED:

LIGHT KELLY, P.C.

By: 

Title: Pauline

Date: 12/20/16

CITY OF LOUISVILLE

By: 

Title: Maya

Date: 12/20/16

CONTRACT FOR ATTORNEY SERVICES

This Contract between the LOUISVILLE REVITALIZATION COMMISSION, a body corporate and politic ("Commission") and the law firm of LIGHT KELLY, P.C. ("Attorney") is as follows:

WITNESSETH:

WHEREAS, the Commission is in need of an attorney to serve as its general counsel; and

WHEREAS, Samuel J. Light and the other attorneys at Light Kelly, P.C. are duly licensed attorneys in the State of Colorado, and Light Kelly, P.C. is willing and able to serve as general counsel to the Commission;

THEREFORE, in consideration of the mutual covenants hereinafter contained, the parties hereby agree as follows:

1. Appointment. The Commission hereby appoints the Attorney as general counsel for the Commission and Attorney hereby accepts such appointment. It is understood that the work of the Attorney will be performed by Mr. Light or others in the firm designated by him, but that Mr. Light shall be principally responsible to the Commission for that work.

2. Term. The services to be performed by the Attorney shall begin upon appointment and shall terminate on the Attorney's removal or resignation.

3. Removal or Resignation. Attorney shall serve at the pleasure of the Commission's Board of Commissioners ("Board") and may be removed from the position of general counsel at any time by affirmative vote of a majority of the membership of the Board, the removal to take effect upon written notice to the Attorney. Attorney expressly waives any rights to a charge in writing or an opportunity for a hearing prior to removal.

Attorney may voluntarily resign as general counsel to the Commission by providing at least sixty (60) days' advance written notice to the Board, unless a shorter notice period is agreed to by the Board.

4. Services. The Attorney shall perform all duties of counsel to the Commission as may be required by Constitution, statute, or ordinance, and shall perform other legal services as requested by the Board or by such Commission officers or employees as designated by the Board.

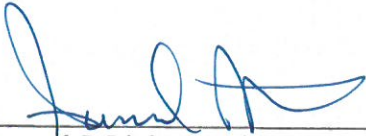
5. Compensation. The Commission agrees to pay the Attorney for all services under this Contract at the rates set forth in the "Appendix A -- Fee Schedule," attached hereto and incorporated herein by this reference. The Attorney agrees to bill the Commission monthly, indicating the services performed, the time expended thereon, and the dates of service. Attorney's expenses for travel to and from Louisville shall not be billed separately to the Commission.

6. Outside Legal Counsel. The Commission may employ, at the Commission's expense, outside the terms of this Contract, other legal counsel determined to be necessary by the Board.

7. Amendment. Any amendment to this Contract shall be in writing and agreed to by the parties.

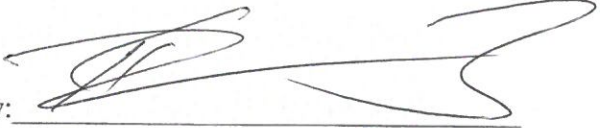
IN WITNESS WHEREOF, the parties hereto have executed this Contract on the dates shown.

LIGHT KELLY, P.C.

By: 
Samuel J. Light, President


12/12/16
Date

LOUISVILLE REVITALIZATION
COMMISSION

By: 
Chair

12/12/16
Date

ATTEST

By: 
Secretary

12/12/16
Date

Public Services Contract Addendum
Prohibition Against Employing Illegal Aliens

Prohibition Against Employing Illegal Aliens. Light Kelly, P.C. (the "Contractor") shall not knowingly employ or contract with an illegal alien to perform work under this contract. The Contractor shall not enter into a contract with a subcontractor that fails to certify to the Contractor that the subcontractor shall not knowingly employ or contract with an illegal alien to perform work under this contract.

The Contractor will participate in either the E-verify program or the Department program, as defined in C.R.S. § 8-17.5-101(3.3) and 8-17.5-101(3.7), respectively, in order to confirm the employment eligibility of all employees who are newly hired for employment to perform work under the public contract for services. The Contractor is prohibited from using the E-verify program or the Department program procedures to undertake pre-employment screening of job applicants while this contract is being performed.

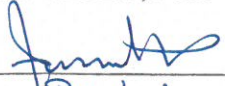
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- b. Terminate the subcontract with the subcontractor if within three days of receiving the notice required pursuant to this paragraph the subcontractor does not stop employing or contracting with the illegal alien; except that the Contractor shall not terminate the contract with the subcontractor if during such three days the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien.

Contractor shall comply with any reasonable request by the Department of Labor and Employment made in the course of an investigation that the Department is undertaking pursuant to the authority established in C.R.S. § 8-17.5-102(5).

If Contractor violates a provision of this Contract required pursuant to C.R.S. § 8-17.5-102, the Commission may terminate the contract for breach of contract. If the contract is so terminated, the Contractor shall be liable for actual and consequential damages to the Commission.

LIGHT KELLY, P.C.

By: 
Title: President
Date: 12/12/16

APPENDIX A -- FEE SCHEDULE (EFFECTIVE JANUARY 1, 2017)

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Expenses

- (1) Copying: \$.15 per page
- (2) FAX: No charge
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(no charge for travel to and from Louisville)
- (4) Long distance telephone calls: at cost
- (5) Delivery: at cost

AGREED AND ACCEPTED:

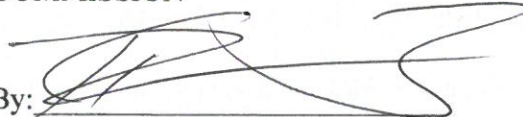
LIGHT, KELLY, P.C.

By: 

Title: President

Date: 12/12/16

LOUISVILLE REVITALIZATION
COMMISSION

By: 

Title: Chair

Date: 12/12/16

Kathleen Kelly is a partner in the law firm of Light Kelly, P.C. She received her B.S.B.A. from the University of Phoenix in 1993 and her J.D. from the University of Denver College of Law in 1997. During law school, she worked as the Legal Research Associate with the Colorado Municipal League, and following graduation began a municipal practice with the firm Griffiths & Tanoue, now known as Light Kelly. Ms. Kelly's practice solely focuses on representation of municipalities, and she serves as City or Town Attorney for Dacono, Dillon, Haxtun, Keenesburg, and Kremmling, and serves as special counsel to several other Colorado municipalities.

Bar Admissions

State of Colorado, 1997

Organizations/Memberships

Colorado Bar Association

Colorado Women's Bar Association

Denver Bar Association

Metro City Attorney's Association

Publications

Ms. Kelly has authored a number of publications by the Colorado Municipal League and the Colorado Intergovernmental Risk Sharing Agency on topics of interest to local governments, including public officials liability, open meetings and open records, liquor and beer licensing, and municipal sales and use taxes, and has authored the Municipal Law and Practice chapter in Colorado Methods of Practice by Thomson-West publishing since 1998.